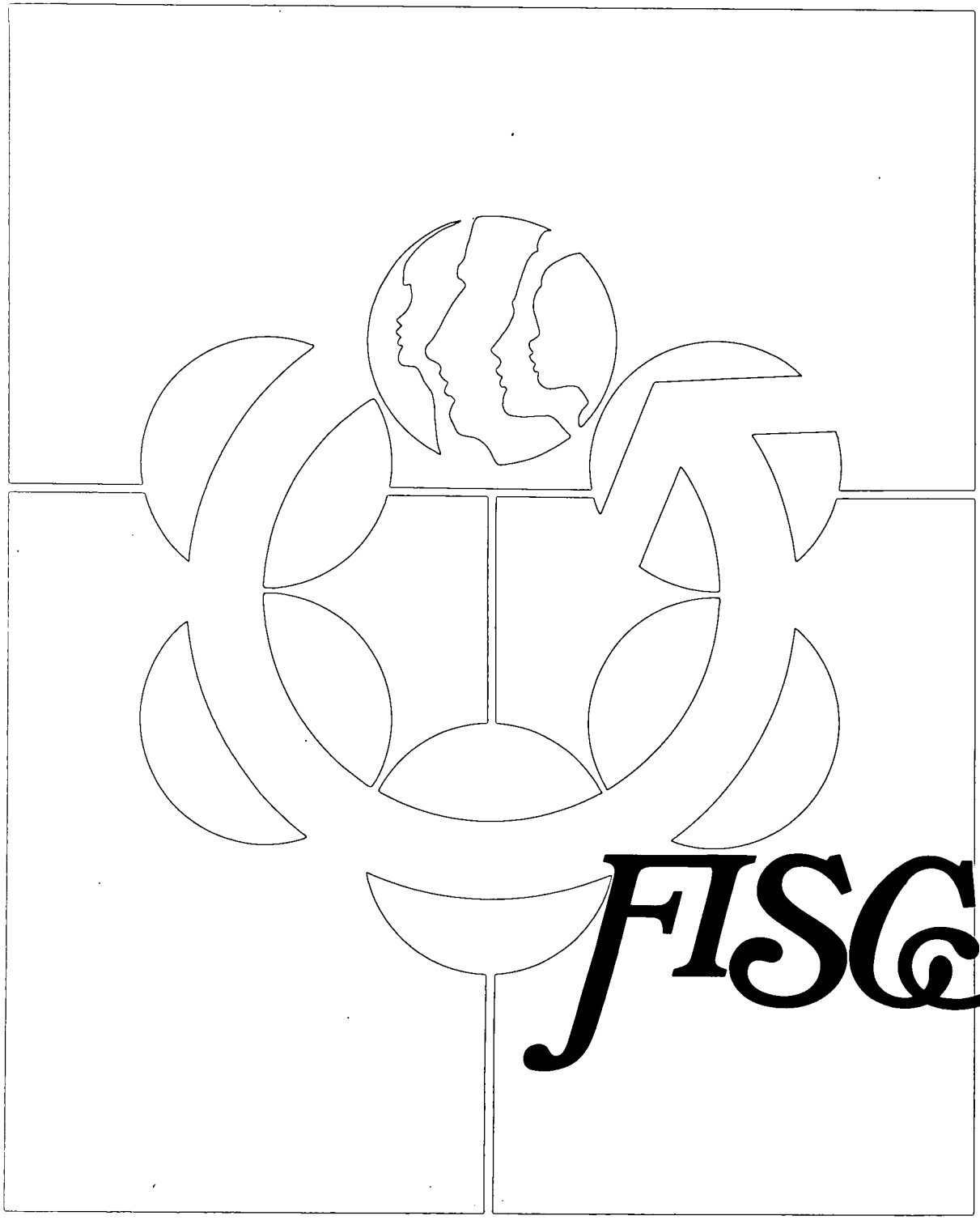
R. M. Winick



second
annual
GROWTH
POLICY
report
of
the
MONTGOMERY
COUNTY
PLANNING
BOARD
september
1975

FISCAL IMPACT ANALYSIS

0631752500

The Maryland-National Capital Park and Planning Commission is a bi-county agency created by the General Assembly of Maryland in 1927. The Commission's geographic authority extends to the great majority of Montgomery and Prince George's Counties: the Metropolitan District (for parks) comprises 919 square miles in the two counties, while the Regional District (for planning) includes 1001 square miles.

The Commission has three major functions: (1) the preparation, adoption, and from time to time, amendment or extension of the General Plan for the physical development of the Maryland-Washington Regional District; (2) the acquisition, development, operation, and maintenance of a public park system in the Maryland-Washington Metropolitan District; and (3) in Prince George's County, the operation of the entire County public recreation program.

The Commission operates in each County through a Planning Board, appointed by and responsible to the County Council. All local plans, recommendations on zoning amendments, administration of subdivision regulations, and general administration of parks are responsibilities of the Planning Boards.

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FISCAL IMPACT ANALYSIS

Second Annual Growth Policy Report

Published by
The Montgomery County
Planning Board of
The Maryland-
National Capital
Park & Planning
Commission

T A B L E O F C O N T E N T S

	Page
Foreword	3
Introduction	5
CHAPTER ONE - SUMMARY FINDINGS	
Growth Assumptions	9
Costs	16
Revenues	23
Net Cost-Revenue Conclusions	23
Tax Rate Implications and Major Conclusions	26
Bonded Debt Implications	37
WSSC User Charge Implications	39
CHAPTER TWO - DETAILED FINDINGS	
Explanation of Terms	45
General County Government	51
Fire Stations	119
The Maryland-National Capital Park and Planning Commission	137
Washington Suburban Sanitary Commission	155
CHAPTER THREE - POLICY FRAMEWORK	
Observations About This Study	165
The Nature of Fiscal Impact Analysis	166
A Computer Package	167
Data Preparation	168
Levels of Public Service	170
Indices and Algebraic Equations	172
Applicability to Present Analysis	174
Further Relationships to Growth Management	176
More Algebra	178
The Measurement Hierarchy	183
Conclusions About Impact Analysis	185

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ABSTRACT: The report describes the findings and methodology of a fiscal impact analysis of three alternate future growth rates for the County for the period 1975-85, the "High" rate averages 21,000 persons per year over the decade; the "Trend" rate averages 15,000; and the "Low" rate 5,000. The study compares these rates, as well as alternate distribution patterns within the "Trend" rate, against the currently proposed rates of public expenditure for the decade, and concludes that taxes must be increased to cover costs under all growth rates.

Descriptions of a computer package and statistical techniques for developing data assumptions are given, including a detailed technical Appendix. A method of using this analysis as a re-usable tool in an ongoing growth management process is outlined.

F O R E W O R D

This report examines the fiscal impact on Montgomery County of three alternate rates of growth over the next ten years. One rate is an extrapolation into the future of the trends of the past few years, and the other two are respectively higher and lower than this. It concludes that all three growth rates will require a significant increase in tax rates, if currently proposed levels of public expenditure are maintained over the decade.

Chapter One outlines this conclusion, and summarizes the major findings of this analysis in a series of tables. The chapter does not examine all the possible reasons for these results, nor does it evaluate the policy implications of these findings. Such evaluation will be the subject matter of a subsequent and separate report to be developed by the Planning Board in October 1975.

Chapter Two expands the summary findings into a series of statistical tables for each of the sub-systems and component elements of the analysis.

Chapter Three explains the relationship of this particular analytic study to the rest of the ongoing planning process of the County, and describes some of the basic theory behind the analysis itself. In particular, this chapter outlines the relationship between the logic structure of this fiscal impact analysis and the broader logic structure of the comprehensive growth management process.

These three chapters together constitute the basic report. An Appendix Report also is available for those who wish to understand the study in greater detail. This contains a description of the specific methodology and mathematics used in these calculations and of the data assumptions that were fed into the computer.

Fiscal impact analysis is a complex and technical subject matter, and requres the extensive use of mathematical computations. Also, judgments are required at many points in the process. In this particular study, staff developed the methodology and perfcrmed the calculations, with the Planning Board approving the general process and selecting the specific data assumptions. Although every effort has been made to be both "accurate" and "reasonable" with regard to mathematics and data, it is possible that errors or inconsistencies may have been made inadvertently. To allow for public understanding and potential correction of any such ommissions, we have prepared the Appendix mentioned above. We urge all readers to take the time to thoroughly understand the technical basis of the study, before jumping to any conclusions about the application of the findings.

Both the Planning Board and its staff hope that these reports will perform a useful public service by providing a "benchmark" analysis, against which other alternatives may be compared. We will be pleased to receive any written commentary that can help improve this study as an aid to decision making.

Montgomery County Planning Board

I N T R O D U C T I O N

Within the last few years, the general problem of urban growth has become recognized across the Nation. Although the problem has its roots at national, or even global, scale, a great deal of its burden has fallen on local government.

In Montgomery County, the County Council in 1973 approved a planning program to build a growth management process capable of encompassing the broad dimensions of this problem. Recognition was given to the fact that full development of such a complex process would take time, even though the County already had in place a strong base of planning procedures. Recognition also was given to the fact that growth management implementation must, of necessity, consist of a wide variety of separate actions all taken at different times during the course of a year. To help overcome this fragmentation in time and subject matter, it was agreed that the Planning Board should begin to produce an annual growth policy report, in an effort to institutionalize a focus for a comprehensive approach to growth management.

The Board's first report, called "Framework for Action," was completed in October 1974. It was developed with the prior assistance of a large Citizens Advisory Committee, which, in a series of public forums, outlined the basic issues to be dealt with, and proposed some major directions for policy. The Committee's reports are called "Interim Report," February 1974, which deals with issues, and "Directions for Growth Policy," August 1974, which recommends directions for more detailed planning work.

Two major recommendations of the Committee were followed in the development of the Board's "Framework for Action" report in 1974. The first was to develop a County-wide staging program that pulls together all of the methods at the County's disposal which can be used to manage and time growth where and

when it is desirable." The second was to "assert leadership in establishing the appropriate regional agencies to solve and set standards for such environmental constraints on growth as stormwater, air quality, water quality, and water supply." Although the "Framework for Action" report could not by itself fully accomplish both these tasks, it did make recommendations on how to move forward on both these matters, and provided a descriptive analysis of the trends and problems that had to be overcome in each. Further work related to these two objectives is on-going at present in other parts of the work program.

A third recommendation of the Advisory Committee has provided the focus for this year's growth policy report. This was the recommendation that "the current 17,000-a-year population growth trend and at least two alternative target populations, one lower and one higher rate, should be analyzed by the Planning Board to ascertain their overall impact on the County." Discussion with the County Council in early 1975 resulted in the agreement to limit this analysis initially to fiscal impact, and to the time period from 1975 to 1985, with a subsequent report to follow dealing with broader impacts and policy evaluation.

The reader interested in the background of substantive issues and institutional processes in Montgomery County should refer to the above reports, as well as to such other documents as: The General Plan, Area Master Plans, the Ten Year Water and Sewerage Plan, the Capital Improvements Program, the Public Services Program; the annual budget documents of the County Government, the Board of Education, Housing Opportunities Commission, Washington Suburban Sanitary Commission, The Maryland-National Capital Park and Planning Commission; and a 1973 Planning Board citizens' guide book called "Everything You Always Wanted to Know About Planning, Zoning and Subdivision in Montgomery County--But Were Afraid to Ask."

Chapter one
Summary Findings

Growth Assumptions

The underlying analytical work of this study is highly complex and detailed. It contains many separate but interlocking sub-analyses, and uses many involved statistical techniques. For the technical reader, this level of detail is addressed in the Appendix. For the non-technical reader, this first chapter presents a considerably oversimplified and skeletal description of the basic analytic process.

To begin with, we will set forth a basic algebraic equation that constitutes one of the building blocks of this study. This is the following:

$$\text{Annual Municipal Expenditure} = (\text{Assessable Base} \times \text{Property Tax Rate}) + \text{Non-Property Tax Revenue}$$

Or, as it may be alternatively expressed:

$$\text{PROPERTY TAX RATE} = \frac{\text{Annual Municipal Expenditure} - \text{Non-Property Tax Revenue}}{\text{Assessable Base}}$$

We will call this Linkage Equation One, and refer to it again in Chapter Three. For the purposes of Chapter One, simply keep in mind that, in order to estimate the relative fiscal impact of alternative future rates of growth, it is necessary to develop a guantitative value for each of the four variables in this equation, for each alternative growth rate assumption. This was done in the following general manner.

Three alternative growth rates for the period 1975-1985 were postulated as assumptions, to be tested for their fiscal impact on the public purse of the County. One of these was developed from an extrapolation of past trends in the County, and was called the "Trend" Assumption. It is essentially the

same projection as the one produced by the Planning Board last fall*, with the exception that the average annual increase projected over the ten year period was reduced from the 16,000 persons per year shown in the 1974-84 Forecast to 15,000 persons per year for this 1975-85 Trend Assumption. The historic experience over the past decade has been 17,600 persons per year average.

The other two assumptions were respectively lower and higher than the Trend Assumption, and were named accordingly, the "Low Growth" Assumption and the "High Growth" Assumption. The High Growth Assumption was set at an annual average increase of 21,000 persons, which is the highest single year increase observed in the recent period. The Low Growth Assumption was set at an average annual increase of 5,000 persons, which is well below the current rate of growth in the County. As is well known, the current rate is considerably below previous years, due to various factors, including problems of inflation, credit, and sewer service.

These three growth assumptions were then broken down from County-wide totals, and allocated to sub-areas of the County. Four major sub-areas, called Fiscal Analysis Areas, were selected and named: (1) Inner Suburbs, (2) Outer Suburbs, (3) I-270 Corridor, and (4) Rural Area. These four areas can be further broken down into master plan areas (see map).

For all three growth rate assumptions, the distribution of growth geographically among the Fiscal Analysis Areas was done on the basis of judgment, which in turn was based on

---

*1974-84 Population, Household, and Employment Forecast by the Montgomery County Planning Board.

a careful assessment of the current land uses in the areas, the holding capacity of existing and proposed zoning under adopted or pending master plans, and past experience with market trends. In the case of the Trend Assumption, however, it was agreed to test two additional alternatives to the "Trend" distribution, one which concentrated growth "down-county" and one which concentrated growth "up-county."

Finally, the ten year projection period was broken into two five-year periods, 1975-1980 and 1980-1985, in order to allow a different rate of growth to be assigned to each. It was generally assumed for all five alternate growth assumptions that the rate from 1975-1980 would be relatively slower than the rate from 1980-1985. This was an assumption based on a probability assessment that the next five year period will remain affected by the current economic conditions that are now slowing growth, but that the latter half of the decade will show a rise, as more young people come into the labor market and family formation increases.

All of the above assumptions, and more, are documented in greater detail in the Appendix Report. But Table 1 shows the results of these assumptions, expressed in terms of total resident population, by Fiscal Analysis Areas, and by five year increments. Further tables and descriptions in the Appendix show similar breakdowns for household and employment distribution, amounts of marginal increase, conversion ratios between population and households, projections by age groups, etc.

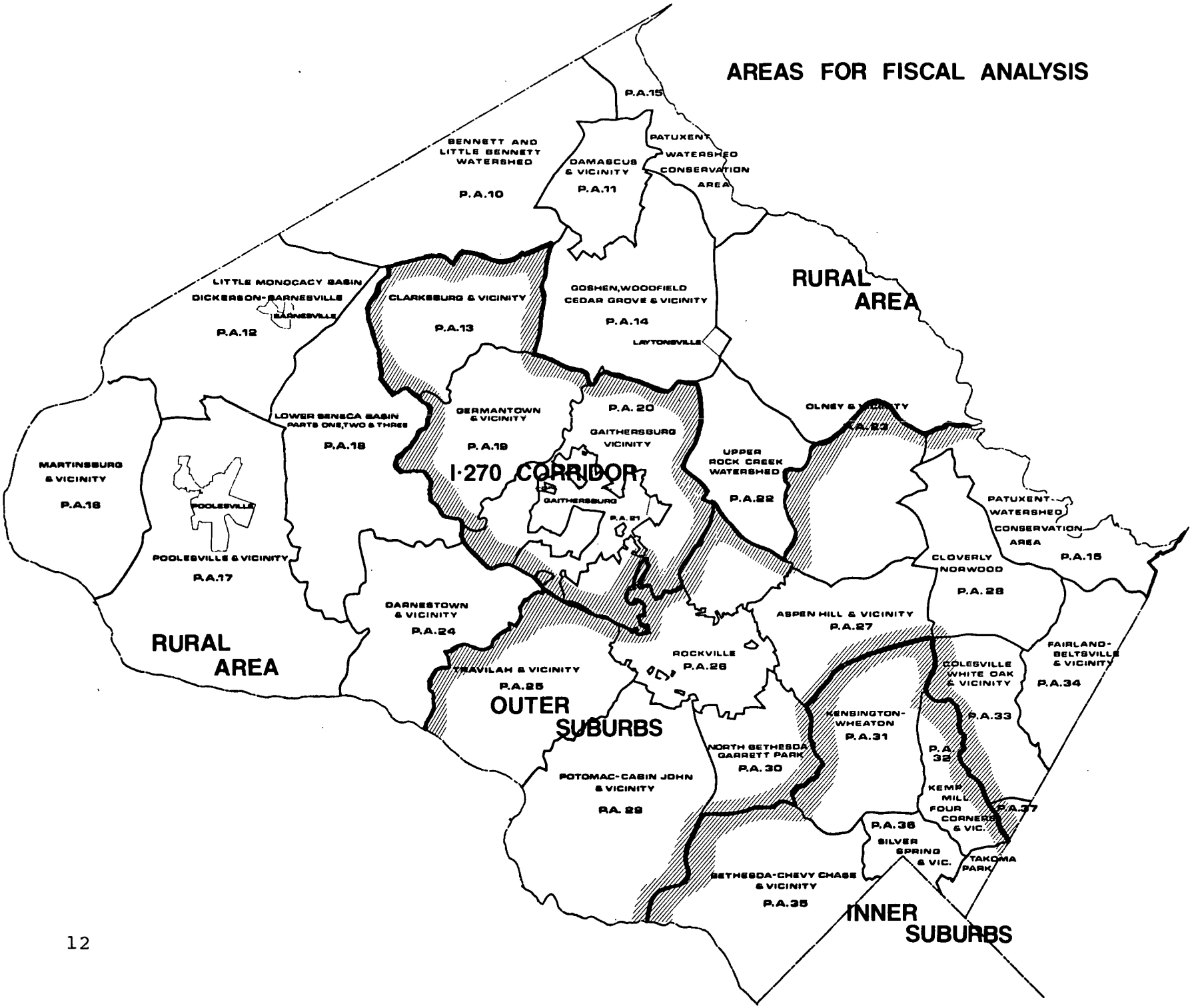

AREAS FOR FISCAL ANALYSIS
P.A.15
BENNETT AND LITTLE BENNETT WATERSHED
P.A.10
DAMASCUS & VICINITY
P.A.11
PATUXENT WATERSHED CONSERVATION AREA
LITTLE MONOCACY BASIN
DICKERSON-BARNESVILLE
BARNESVILLE
P.A.12
CLARKSBURG & VICINITY
P.A.13
GOSHEN,WOODFIELD CEDAR GROVE & VICINITY
P.A.14
LAYTONSVILLE
RURAL AREA
LOWER SENECA BASIN PARTS ONE,TWO & THREE
P.A.18
GERMANTOWN & VICINITY
P.A.19
P.A. 20
GAITHERSBURG VICINITY
OLNEY & VICINITY
P.A.23
MARTINSBURG & VICINITY
P.A.16
I-270 CORRIDOR
UPPER ROCK CREEK WATERSHED
P.A.22
GAITHERSBURG
P.A.21
POOLESVILLE
POOLESVILLE & VICINITY
P.A.17
PATUXENT WATERSHED CONSERVATION AREA
P.A.15
CLOVERLY NORWOOD
P.A. 28
DARNESTOWN & VICINITY
P.A.24
ASPEN HILL & VICINITY
P.A.27
RURAL AREA
ROCKVILLE
P.A.26
FAIRLAND-BELTSVILLE & VICINITY
P.A.34
TRAVILAH & VICINITY
P.A.25
COLESVILLE WHITE OAK & VICINITY
P.A.33
OUTER SUBURBS
KENSINGTON-WHEATON
P.A.31
NORTH BETHESDA GARRETT PARK
P.A. 30
P.A. 32
POTOMAC-CABIN JOHN & VICINITY
P.A. 29
KEMP MILL FOUR CORNERS & VIC.
P.A.37
P.A.36
SILVER SPRING & VIC.
TAKOMA PARK
BETHESDA-CHEVY CHASE & VICINITY
P.A.35
INNER SUBURBS

TABLE 1

POPULATION TRENDS, FIVE GROWTH ALTERNATIVES, BY FISCAL ANALYSIS SUBAREAS
1975-1980-1985

	1975		1980		1985	
	Number	Percent	Number	Percent	Number	Percent
Run 1 - Trend (Existing Zoning & Market						
Inner Suburbs	268,650	(45.6)	264,700	(41.1)	300,000	(40.5)
Outer Suburbs	234,000	(39.7)	249,000	(38.6)	277,800	(37.5)
I-270 Corridor	59,650	(10.1)	98,600	(15.3)	121,700	(16.4)
Rural	27,300	(4.6)	32,300	(5.0)	40,500	(5.4)
Total	589,600	(100.0)	644,600	(100.0)	740,000	(100.0)
Run 2 - Trend (Down County Weight)						
Inner Suburbs	268,650	(45.6)	275,100	(42.7)	314,000	(42.4)
Outer Suburbs	234,000	(39.7)	256,450	(39.8)	306,400	(41.4)
I-270 Corridor	59,650	(10.1)	80,250	(12.4)	86,200	(11.6)
Rural	27,300	(4.6)	32,800	(5.1)	33,400	(4.5)
Total	589,600	(100.0)	644,600	(100.0)	740,000	(100.0)
Run 3 - Trend (Up County Weight)						
Inner Suburbs	268,650	(45.6)	261,700	(40.6)	285,500	(38.6)
Outer Suburbs	234,000	(39.7)	231,100	(35.8)	254,700	(34.4)
I-270 Corridor	59,650	(10.1)	118,500	(18.4)	157,800	(21.3)
Rural	27,300	(4.6)	33,300	(5.2)	42,000	(5.6)
Total	589,600	(100.0)	644,600	(100.0)	740,000	(100.0)
Run 4 - Low Growth						
Inner Suburbs	268,650	(45.6)	258,300	(42.8)	264,000	(41.2)
Outer Suburbs	234,000	(39.7)	221,500	(36.7)	226,500	(35.4)
I-270 Corridor	59,650	(10.1)	94,200	(15.6)	111,500	(17.4)
Rural	27,300	(4.6)	30,000	(4.9)	38,000	(5.9)
Total	589,600	(100.0)	604,000	(100.0)	640,000	(100.0)
Run 5 - High Growth						
Inner Suburbs	268,650	(45.6)	276,000	(41.5)	295,000	(36.9)
Outer Suburbs	234,000	(39.7)	245,500	(36.9)	270,000	(33.7)
I-270 Corridor	59,650	(10.1)	110,000	(16.5)	193,000	(24.1)
Rural	27,300	(4.6)	33,500	(5.0)	42,000	(5.3)
Total	589,600	(100.0)	665,000	(100.0)	800,000	(100.0)

After postulating these five alternate growth assumptions in terms of distribution over space and time, the five assumptions were then converted from expression in terms of population and employment to expression in terms of the demands that these growth rates would generate for various kinds of urban services. This was a complex undertaking that, again, is documented in the Appendix. Some of the results of this process area shown in Table 2.

There are certain trends that are common to all the growth alternatives. One of these is that the population increase in the age groups from one to fifteen is consistently small. Thus, school enrollment does not increase substantially under any alternative, and actually declined by 16,000 students under the Low Growth Alternative. In contrast, middle and older age groups evidence moderate to large increases in all alternatives. Also, residential dwellings and households exhibit a higher growth rate than population under all alternatives, reflecting trends to more single-person households and smaller families.

While these demographic patterns have long range effects on demand for certain specific County services, the demand for most other County services, such as solid waste disposal, police calls for service, fire alarms, sewerage flows, etc., is more directly proportionate to the total population and employment increases.

After converting the growth assumptions to expression in terms of additional private property (new dwelling units, new commercial footage, etc.) and additional public service demands (new school enrollment, police calls, etc.), the study branched into two parts. One measured costs and the other measured revenues.

TABLE 2

DEVELOPMENT UNDER ALTERNATIVE GROWTH PATTERNS
Changes in Service Demands FY 1976-FY 1985

TYPE OF CHANGE	Run 1 Existing Trend	Run 2 Trend Down-County	Run 3 Trend Up-County	Run 4 Low Growth	Run 5 High Growth
Residential Dwellings	+70,000	+70,000	+70,000	+33,000	+92,000
Multi-Family	+32,000	+32,000	+32,000	+5,500	+49,000
Single-Family	+38,000	+38,000	+38,000	+27,500	+43,000
Commercial Floor Area (in millions of sq.ft.)	+23.0	+23.8	+22.5	+6.9	+29.9
Total Population	+150,000	+150,000	+150,000	+49,600	+210,000
Total Employment	+100,000	+100,000	+100,000	+30,000	+130,000
School Enrollment	+2,200	+1,000	-1,200	-16,100	+8,900
Police Calls	+63,900	+63,900	+63,900	+29,500	+84,000
Solid Waste Generated (tons/year)	+7,000	+7,000	+7,000	+1,000	+11,000
Average Sewerage Flow (millions gal./day)	+12.4	+12.4	+12.4	+2.6	+17.7
Average Water Consumption (millions gal./day)	+16.7	+16.7	+16.7	+5.4	+22.9
Fire Stations Required	+6	+6	+5	+5	+6

Costs

To calculate public sector costs, the public services budget was broken down into sub-categories on the basis of functional groupings. These were called "sub-systems." Nine were identified within the County Government structure, and one each for the Fire District, The Maryland-National Capital Park and Planning Commission, and the Washington Suburban Sanitary Commission. The Fire District and the Maryland-National Capital Park and Planning Commission each have separate property tax rates levied distinct from the general County tax; and the Washington Suburban Sanitary Commission is funded primarily from user charges. The total costs for capital and operating combined for each of these sub-systems in 1985 is shown in Table 3, for each of the five alternate growth assumptions.

The process of allocating these costs was somewhat complex, and reference should be made to the Appendix for a more detailed description. However, in oversimplified terms, a different assumption was made for the sub-systems of Transportation, Water and Sewerage (Washington Suburban Sanitary Commission), and Parks and Open Space (The Maryland-National Capital Park and Planning Commission) than for the other sub-systems. This difference was influenced by the difference in the nature of the physical facilities operated under these three sub-systems from that of the others. These three all involved interlinked networks (roads, sewer lines, stream valley parks), whereas the others are primarily what we call "point" facilities, that is, relatively small areas of land and buildings, either scattered throughout the County or clustered in central locations.*

*This terminology is explained in more detail in "Framework for Action," the 1975 Growth Policy Report of the MCPB, pp. 22-25.

TABLE 3

TOTAL ANNUAL OPERATING COSTS, FY 1985, BY SUBSYSTEM AND AGENCY
(millions of dollars)

Agency & Subsystem	FY 1976	FY 1985 Run 1	Run 2	Run 3	Run 4	Run 5
Police	19.141	23.969	23.857	24.055	21.391	25.598
Community Dev. & Housing	1.671	2.442	2.442	2.442	2.143	2.618
Health & Social Services	35.231	43.078	43.075	43.078	37.812	46.190
Solid Waste & Storm Water	6.853	25.820	25.820	25.820	25.618	31.384
General County Government	40.134	50.994	51.095	52.223	47.240	53.523
Public Schools	230.611	395.438	391.491	384.855	344.577	414.787
Montgomery College	18.946	33.367	33.294	33.432	25.710	38.116
Culture & Recreation	8.209	17.501	17.487	17.514	15.653	18.916
Transportation	28.793	44.999	44.999	45.005	38.788	45.189
Total County Budget	389.589	637.608	633.560	628.424	558.932	676.321
Total M-NCPPC	11.862	17.253	17.248	17.254	15.051	18.546
Total Fire Districts	12.537	26.364	26.962	26.189	22.906	27.537
Total County Operating Costs to be Funded	413.988	681.225	677.770	671.867	596.889	722.404

Note: Costs exclude debt service charges.

In general, the "point" facilities exhibit a more directly proportionate relationship between population and employment growth than do the "network" facilities. Or, at least, they are easier to provide or change in response to shifts in demand, because they are built in smaller increments. The large network facilities tend to require large expenditures to construct large linkages in order to make any significant change in their service capabilities.

For these reasons, it is an easier intellectual task to develop proportional statistical relationships between the "point" facilities and general population-employment growth than it is to develop similar relationships to the "network" facilities. The relationship of general growth to the network facilities becomes entangled in problems of distribution over the sub-linkages of the networks, which in turn involves complex statistical measures of such things as peak flow, average daily traffic, modal split, and attendance distribution.

The Planning Board is developing more sophisticated techniques to deal with these problems on the network facilities, but could not incorporate them into this study within the time frame established by the Council. Therefore, an assumption was made that this study should take the level of expenditure for these three sub-systems as reflected in the most recently adopted (May 1975) Six Year Capital Improvements Program (CIP) and Public Services Program (PSP) and extrapolate that amount to cover the ten year period of this study, using a per capita or household technique derived from comparing the Six Year CIP and PSP to the "Trend" growth rate for the same six year period, and accept these "stretched out" totals as the cost to enter into this analysis <u>for all five alternate growth rates</u>.

In other words, the assumption was made that the amount of money proposed to be spent on these three sub-systems by last year's adopted Capital Improvements Program and Public Services Program would, in fact, be spent, regardless of what growth rate will come to pass in the future. Obviously, this is an assumption that will require modification in subsequent analyses this fall, and Chapter Three goes further in exploring this thought.

By contrast, a slightly different method was used for the other nine sub-systems, the "point" facilities. This method generally took the level of expenditure shown for the six year period in the adopted Capital Improvements Program and Public Services Program; and extrapolated it to cover the ten year period, using a technique similar to the previous one, that is to say, a variety of statistical techniques that essentially developed a relationship between these six year expenditures and the "Trend" growth rate over the first six years; and then applied this relationship to the full ten years and to the other growth rates. This produced a total expenditure for these sub-systems which is generally proportionate to the rate of growth in each assumption. This is a different situation from that of the three "network" sub-systems as described above.

The reason for making this distinction in methodology among the sub-systems is related to the above mentioned intellectual difficulties of establishing, for the "network" sub-systems, uniform "level of service" criteria that are easily correlated to simple population increase. More comment about this problem is contained in Chapter Three.

With regard to the general method by which all the sub-systems costs were "stretched out", or prorated, from the

six year period covered by the CIP and PSP to the ten year period covered by this study, it could be argued that it is not an "accurate" projection. We would not necessarily disagree. However, it seemed the best assumption to make in a situation without good guidelines. The adopted Capital Improvements Program and Public Services Program did not specifically enumerate the population they were intended to serve; whereas the "Trend" assumption was the one that had been generally circulated for several years to all agencies and the public, and could therefore be assumed to be the forecast that was best fitted to the implicit assumptions of the Capital Improvements Program and Public Services Program.

In any event, the continuing planning process, as outlined in Chapter Three, allows for future revision of these assumptions, and it is assumed that the continuing process will wish to do so with respect to a number of the sub-systems.

For this reason, we think of this report as a benchmark analysis, one that can act as a point of comparison for a variety of subsequent sub-system analyses.

Table 4 illustrates the distribution of the operating costs, among the sub-systems, that results from these assumptions; and Table 5 shows the distribution of the capital costs. Table 5 also shows the estimated total amounts of Federal and State grants that would be received, and by deducting these, shows the net capital costs to the County.

TABLE 4

DISTRIBUTION OF THE OPERATING BUDGET
UNDER VARIOUS GROWTH ALTERNATIVES, FY 1976-1985

Agency & Subsystem	FY 1976	FY 1985				
		Run 1	Run 2	Run 3	Run 4	Run 5
Police	4.6%	3.5%	3.5%	3.6%	3.6%	3.5%
Community Dev. & Housing	.4	.4	.4	.4	.4	.4
Health & Social Services	8.5	6.3	6.3	6.4	6.3	6.4
Solid Waste & Storm Water	1.7	3.8	3.8	3.8	4.3	4.3
General County Government	9.7	7.4	7.5	7.8	7.9	7.4
Public Schools	55.7	58.0	57.8	57.3	57.7	57.4
Montgomery College	4.6	4.9	4.9	4.4	4.3	5.2
Culture & Recreation	2.0	2.7	2.6	2.6	2.6	2.6
Transportation	6.9	6.6	6.6	6.7	6.5	6.3
Total County Government	94.1%	93.6%	93.4%	93.5%	93.6%	93.6%
M-NCPPC	2.9	2.5	2.5	2.6	2.5	2.6
Fire Districts	3.0	3.9	4.0	3.9	3.9	3.9
Total County Budget	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

TABLE 5

CAPITAL COSTS DISTRIBUTED BY SUBSYSTEM IN FY 1985
(millions of dollars)

Subsystem	Run 1	Run 2	Run 3	Run 4	Run 5
Police	.020	0	0	0	1.025
Community Dev. & Housing	3.123	3.123	3.123	2.837	3.120
Health & Social Services	1.733	1.832	1.733	1.582	1.933
Solid Waste & Storm Water	4.152	4.152	4.152	3.497	4.377
General County Government	12.760	12.760	12.760	11.579	13.482
Public Schools	26.958	20.263	25.216	20.066	33.621
Montgomery College	5.843	1.860	5.843	5.056	6.346
Culture & Recreation	6.886	6.886	6.886	7.107	7.208
Transportation	36.014	36.048	34.730	33.292	37.577
Total Capital Costs (County Departments)	97.489	86.924	94.443	85.016	108.689
Total State and Federal Categorical Grants	51.918	45.904	48.967	43.156	59.926
Net Capital Costs to County	45.571	41.020	45.476	41.860	48.763
M-NCPPC Capital Costs	14.073	13.812	14.265	12.916	15.294
State & Federal Grants	0	0	0	0	0
Fire District Costs	2.010	2.010	.836	1.174	.836
State & Federal Grants	0	0	0	0	0
WSSC Capital Costs	8.234	8.234	8.234	6.766	8.675
State & Federal Grants	6.385	6.385	6.385	4.336	6.618
Total Capital Costs, 1985	121.806	110.980	117.778	105.872	133.494
Total State & Federal Aid	58.303	52.289	55.352	47.492	66.950
Total County Capital Costs, 1985	63.503	58.691	62.426	58.380	66.544

Revenues

To calculate property tax revenues, the alternate growth assumptions, expressed in terms of dwelling units and commercial footage, were assigned monetary real estate value, derived from assuming that new development would be approximately equivalent in value to recent similar development within the fiscal areas. An analogous method was used to estimate household income tax revenue from value of dwelling units.

These two procedures produced an estimate of both total assessable base and total personal income for the County under each growth assumption. From these could then be derived the tax revenues that would accrue to the County under prevailing property and piggyback income tax rates. Table 6 shows the growth in assessable base that results from each growth assumption; and Table 7 shows the growth in non-property tax revenue for each. Note that separate calculations were made for other components of this last category, in addition to state piggyback income tax.

It should also be noted that another assumption made at the beginning was to run all the computations on the basis of constant dollars and disregard the problem of inflation. The objective of this study is to compare the relative impact of alternate growth rates, not to simulate "real-world" dollars ten years into the future. Detailed documentation of these and many other details of this methodology are contained in the Appendix.

Net Cost-Revenue Conclusions

After both these parts of the study were completed the results were combined to develop the net cost-revenue picture.

TABLE 6

GROWTH IN ASSESSABLE BASE, FY 1976-1980-1985*
(billions of dollars)

Alternate Growth Rate	FY 1976	FY 1980	FY 1985	Change FY 1976-1985 Number	Change FY 1976-1985 Percent
Trend (Run 1)	5.1499	6.0293	7.3030	2.1531	41.8%
Cumulative New Development	(.1566)	(.7641)	(1.6754)	(1.5188)	(97.0)
Trend Down-Co. (Run 2)	5.1527	6.0619	7.3846	2.2319	43.3
Cumulative New Development	(.1593)	(.7966)	(1.7570)	(1.5977)	(100.3)
Trend Up-Co. (Run 3)	5.1552	6.0746	7.4022	2.2470	43.6
Cumulative New Development	(.1618)	(.8094)	(1.7746)	(1.6128)	(99.7)
Low Growth (Run 4)	5.0785	5.6909	6.4269	1.3484	26.6
Cumulative New Development	(.0850)	(.4256)	(.7994)	(.7144)	(84.0)
High Growth (Run 5)	5.1891	6.2440	7.8034	2.6143	50.4
Cummulative New Development	(.1957)	(.9786)	(2.1759)	(1.9802)	(101.2)

TABLE 7

GROWTH IN NON-PROPERTY TAXES AND REVENUES*
(millions of dollars)

Alternate Growth Rate	FY 1976	FY 1980	FY 1985	Change Fy 1976-1985 Number	Percent
Trend (Run 1)	158.273	188.686	239.434	81.161	51.3%
Trend Down-Co. (Run 2)	158.590	189.839	242.517	83.927	52.9
Trend Up-Co. (Run 3)	158.296	189.276	241.296	83.000	52.4
Low Growth (Run 4)	156.346	177.377	208.861	52.515	33.6
High Growth (Run 5)	158.716	194.140	253.893	95.177	60.0

*This includes:
- Income Tax
- Federal Reserve Sharing
- Energy Tax
- Telephone Tax
- Liquor Tax
- Hotel Tax
- Transfer Tax
- Recordation Tax
- County Share of State Property Tax
- Licenses and Permits
- Miscellaneous Revenues

This does not include State and Federal grants within functional areas or liquor profits, and WSSC user charges.

Table 8 shows the result, broken down into the five and ten year projections for each alternate growth assumption. Table 9 displays the same results on a per capita basis.

It should be noted at this point that the results shown in these two tables are derived from postulating that all current tax rates (1975) will remain constant over the decade. On this basis, the result is a projected net deficit for all the alternate growth assumptions.

It goes without saying that, in the real world, this exact result would not come to pass. Before 1985 would be reached, a wide variety of adjustments and changes in the various sub-systems would have taken place. However, the utility of this analysis is to measure what is likely to happen under each of the alternate growth assumptions if present trends in expenditure continue. The conclusion of this analysis points to the necessity of a tax increase in order to carry out the projected program, regardless of which growth rate should come to pass. Additional aspects of this are discussed further below.

Tax Rate Implications and Major Conclusions

Table 10 shows the increase in the property tax that would be needed for each alternate growth assumption, if the entire deficit shown in Table 8 were to be funded only through the property tax. Detailed evaluation of these results will be dealt with in the Planning Board's October report to follow, but at least four major observations seem to stand out.

TABLE 8

GENERAL COUNTY BUDGET

TOTAL COST AND REVENUE OFF-SETS, FYs 1976, 1980, 1985
(millions of dollars)

	FY 1976	FY 1980	FY 1985
Run 1 - Trend			
Cost	630.271	576.925	753.449
Revenue	630.271	547.575	674.780
Net	0	-(29.350)	-(78.669)
Run 2 - Trend(Down Co.)			
Cost	631.994	545.086	742.386
Revenue	631.099	521.934	680.499
Net	- (.895)	-(23.152)	-(61.887)
Run 3 - Trend (Up Co.)			
Cost	630.905	585.430	739.700
Revenue	630.921	553.428	674.890
Net	.016	-(32.002)	-(64.810)
Run 4 - Low Growth			
Cost	631.551	546.154	658.853
Revenue	626.532	512.466	585.144
Net	- (5.025)	-(33.688)	-(73.709)
Run 5 - High Growth			
Cost	631.783	596.476	800.157
Revenue	632.914	573.016	722.504
Net	1.131	-(23.460)	-(77.643)

Note: Excludes M-NCPPC, Fire District and WSSC Budgets, and assumes existing tax rates in FY 1980 and FY 1985.

TABLE 9

TOTAL DEFICIT AND PER CAPITA DEFICIT FOR GROWTH ALTERNATIVES
ASSUMING CURRENT TAX RATES - GENERAL COUNTY BUDGET, FY 1980 & FY 1985

Growth Alternative	FY 1980	FY 1985
Trend (Run 1)		
Total Deficit	$29,352,000	$78,669,000
(Per Capita Deficit)	($45.54)	($106.37)
Trend Down-Co. (Run 2)		
Total Deficit	$23,152,000	$61,887,000
(Per Capita Deficit)	($35.92)	($83.68)
Trend Up-Co. (Run 3)		
Total Deficit	$32,002,000	$64,810,000
(Per Capita Deficit)	($49.65)	($87.63)
Low Growth (Run 4)		
Total Deficit	$33,688,000	$73,709,000
(Per Capita Deficit)	($55.78)	($115.31)
High Growth (Run 5)		
Total Deficit	$23,460,000	$77,643,000
(Per Capita Deficit)	($35.27)	($97.10)

Note: Excludes M-NCPPC, Fire Districts and WSSC Budgets.

TABLE 10

PROPERTY TAX RATE REQUIRED TO OFFSET PROJECTED DEFICITS
(Assuming Total Deficit Funded Through Property Tax Only)

Tax Rate Required by Growth Alternative	Tax Rate FY 1976 (Assuming Balanced Budget)	Tax Rate FY 1980	Tax Rate FY 1985	Change FY 1976-1985 Number	Change FY 1976-1985 Percent
Trend (Run 1)					
General County	$3.00	$3.50	$4.10	$1.10	36.7%
M-NCPPC	.31	.35	.38	.07	22.6
Fire District	.24	.29	.36	.12	50.0
Total	$3.55	$4.14	$4.84	$1.29	36.3%
Trend Down Co. (Run 2)					
General County	$3.00	$3.40	$3.80	$ .80	26.7%
M-NCPPC	.31	.34	.38	.07	22.6
Fire District	.24	.29	.37	.13	54.1
Total	$3.55	$4.03	$4.55	$1.00	28.2%
Trend Up County (Run 3)					
General County	$3.00	$3.50	$3.90	$ .90	30.0%
M-NCPPC	.31	.34	.38	.07	22.6
Fire District	.24	.29	.35	.11	45.8
Total	$3.55	$4.13	$4.63	$1.08	30.4%
Low Growth (Run 4)					
General County	$3.00	$3.60	$4.10	$1.00	32.3%
M-NCPPC	.31	.35	.39	.08	25.8
Fire District	.24	.29	.36	.12	50.0
Total	$3.55	$4.24	$4.85	$1.30	36.7%
High Growth (Run 5)					
General County	$3.00	$3.40	$4.00	$1.00	33.3%
M-NCPPC	.31	.34	.38	.07	22.5
Fire District	.24	.29	.35	.11	45.8
Total	$3.55	$4.03	$4.73	$1.18	33.2%

1. If the projected level of Public Service expenditures is maintained over the decade, a substantial tax increase will be necessary, no matter which alternate growth rate should come to pass.

The projections herein which show the relationship between costs and revenues assume that the level of service of programs remains the same over the 10 year period. In all five growth patterns studied, costs exceed revenues, which means that taxes would have to be raised. The amount of the deficit varies considerably as shown in Table 8.

At the end of five years the cost-revenue gap ranges from $23 to $33 million. The two alternatives providing the lowest deficits were the one which concentrates growth in the down-county area and the one which postulates a high rate of growth. Those providing the highest deficits were the one which projects a low rate of growth and the one which would concentrate growth in the up-county area.

By 1985 the deficits range from $61 million to $78 million and the picture changes considerably. The lowest deficit still being assigned to down-county development but second by development concentrated up county. The highest deficits were projected for the current trend alternative and for high growth rate.

But the size of the deficit is only a part of the picture. The property tax rate increase that would be required to make up the deficit gives a different view because each of the alternatives would have a different effect upon the growth of the assessable base.

The low growth alternative and the projection of the current trend require the greatest tax increases--amounting to $1.30 and $1.29 in taxes respectively added to each $100 valuation. Concentrating growth down county would require an additional $1.00 on the tax rate, the lowest of the projections.

Not all the revenues projected come from the property tax. Table 7 lists the other sources of County income and shows the different anticipated receipts for all projections.

Just as the assessable base, which determines the property tax rate, varies with the different growth patterns, so do the factors which determine the non-property taxes (Table 7). Thus, the low growth rate shows an increase in non-property taxes of 33.6 percent over the 10 year period whereas the high growth rate shows a 60 percent increase. The three trend rates indicate a fairly stable increase around 52 percent.

Most of the County's budget goes toward paying for continuing service under already existing programs. There will be some need to expand and improve services in future years to meet requirements of new growth and changes in public attitudes.

Table 4 shows the distribution of the FY 1976 operating budget and how the percent shares by department and agency of government may change under the various growth alternatives. The changes in the percentages, and the total budgets (as shown in Tables 3 and 4) result largely from increases or decreases in demand for particular services and changes in the per-unit cost of providing them.

If the current costs of the Public Schools are extrapolated across the 10 year period, the school system in 1985 will account for more than 50 percent of the operating expenditures.

The low growth alternative would provide the lowest percentage of total County costs for the school system. Other operating programs that would expand as a percentage of total County expenditures are the Fire District budgets, the Park and Planning Commission, culture and recreation, solid waste and stormwater. Transportation shows a substantial drop due to the assumed completion of construction of the METRO system by 1985 resulting in substantially lower department service and Federal and State aid.

2. The Trend-Down County Alternative and the High Growth Rate produce the highest revenues of the 5 alternatives. The Trend-Down County appears to have some cost savings due to existing public facilities as well as a greater increase in the assessable base created by higher density and higher value development. The High Growth alternative shows the assessable base growing substantially although the increase in services for a larger population also produces considerably higher costs than the other alternatives.

In the three Trend Alternatives, operating costs vary only slightly except for the Public School system where both the concentration on Down-County Growth and Up-County Growth are considerably lower than continuation of Current Trend Growth. Capital costs for the three are also quite similar, however costs for Public Schools and for Montgomery College are substantially lower for the Down-County Alternative, indicating there are considerable savings in using existing down-county facilities as against the other two alternatives which would require considerable capital investment in the developing I-270 Corridor.

Revenues for the Down-County Alternative are higher than the Current Trend by about $6 million. And growth in the

assessable base is more than 3 percent higher than the Current Trend for new development and 1.5 percent higher for the total assessable base. This is due, no doubt, to the concentration of growth around the METRO stations which would produce more revenue because of the density involved and because of the higher value of property in the down-county area.

Non-property taxes and revenues are higher for the Down-County Alternative than for the Current Trend by $3 million in 1985. Most of this is from higher income tax revenues. Residents of the down-county area tend to have higher incomes than in the up-county area, so with increased residential development down county, more income tax revenues would be generated.

The effect of growth in population and employment on the revenues side of the picture is most clearly shown in Tables 6, 7 and 8. The difference in total revenues between the Low Growth Alternative and the High Growth Alternative is about $137 million. The difference in the amount of new development accounts for the doubling of growth in the assessable base in the High Growth pattern over that in the Low Growth Alternative--50.4 percent increase vs 26.6 percent increase. The difference in increases in non-property revenues is almost as dramatic--33.6 percent for the Low Growth vs 60 percent for High Growth Alternatives.

These revenues--Federal Revenue Sharing, liquor tax, licenses and permits, telephone tax and income tax--are more likely to be people-sensitive rather than property-sensitive. Thus, greater numbers of people yield significantly higher revenues.

Although the revenue figures imply that additional growth would be a fiscal plus for Montgomery County, this is not true in all cases. It is necessary to keep in mind that

there are other important factors than the fiscal balance sheet which have a bearing on the development of policy--environmental concerns, social issues, regional responsibilities and perspectives.

The operating costs for the High Growth Alternative are more than $125 million higher than for the Low Growth Alternative. The most notable differences are in the Public School system, Transportation, the College system, General County Government, Solid Waste and Stormwater.

Table 11 shows that total bonded debt of the County would grow faster under the High Growth Alternative, resulting in substantially greater debt service costs that would have to be reflected in the operating budget. General County debt obligations would grow least under the Low Growth Alternative, which would require fewer capital projects, and also allow existing planned and committed projects to be carried out over a longer period of time.

3. Looking at the three Trend Alternatives, it appears that by concentrating growth either Up-County or Down-County, lower deficits are produced than would occur under the Current Trend Alternative which is last year's "best guess" as to how growth is most likely to spread out over the up- and down-county areas under existing policies.

With the exception of the higher revenues noted under the down-county concentration of growth, revenues produced by the three Trend Alternatives are fairly similar. Deficits, however, for both down-county and up-county alternatives are $10 million lower than that produced by the Current Trend--a $20 per capita difference in 1985.

These figures suggest that costs for services are very locationally sensitive since the only difference in the three alternatives is the location of growth, not the amount. While Table 3 shows that operating costs for schools and for police can be lowered by concentrating growth, the real savings appear to be in capital costs (Table 5). The capital cost savings for up-county growth applies to transportation, schools and Fire District; the down-county savings apply to schools, college and the Park and Planning Commission.

4. The Low Growth Alternative will produce the greatest per capita deficit and does not appear to be a desirable alternative from a fiscal standpoint if the projected level of public service expenditures are maintained over the decade.

The above discussions show how the amount of growth substantially affects revenues. The cost side of the analysis, however, shows that savings involved in providing services for a smaller population are not as substantial as might be anticipated. The per capita deficit under the Low Growth Alternative would amount to $115.31 by 1985, highest of the five alternatives considered. The High Growth Alternative produces a $97.19 capita deficit, near the middle in the projected alternatives.

If the low growth rate is to continue to be considered an option for the County for reasons other than those taken into account in any sort of fiscal analysis, some means of lowering the cost to the taxpayers would have to be considered. This study had as one of its underlying assumptions that the level of service and the present methods of delivering public services would be continued. In some subsystems the CIP was even assumed as a given. Further analysis is presently planned for some of the sub-systems with different amounts.

and types of delivery of service to be analyzed. These further studies can therefore address the question of whether the full CIP and PSP costs would be necessary under a low growth future for Montgomery County. The figures indicated in this study, however, show the low growth rate to be the most expensive for the citizens of the County given the existing level of public services.

It is necessary, here, to put in a word of caution about evaluating results which use past trends to predict the future. Historically, unforeseen, but major, fiscal events have had a drastic effect on the County's financial picture. For example, it is unlikely that financial planners in 1972 or 1973 would have included in their forecasts the decrease in the property tax assessment ratio from 60 percent to 50 percent of market value; the excessive rate of inflation; the decline in the local housing market; the changes in school enrollment and demographic patterns of the population; and increases in deficits of Metrorail and Metrobus.

Such things can, and probably will, recur.

Bonded Debt Implications

The total bonded debt of the County would grow faster under the High Growth Alternative, resulting in greater debt service costs in the annual operating budgets. General County debt obligations would grow the least under the Low Growth Alternative, which would require fewer capital projects and also allow existing planned and committed projects to be carried out over a longer period of time.

The total bonded debt associated with each growth alternative is shown in Table 11 for the general County budget only. As of FY 1976, general County bonds outstanding totaled approximately $313 million, on top of which $52 million in M-NCPPC bonds and $2.2 million in Fire District bonds were floated. The adopted FY 1976-1982 Capital Improvements Program includes a bond limit policy designed to safeguard the County's Triple-A bond rating, as well as allow for needed future capital projects. This overall limit calls for outstanding bonds to be limited to 3.5 percent of the assessed value (or 7 percent of market value) of the property tax base. This limit has been incorporated into the fiscal impact analysis of growth alternatives, and the results are shown in Table 11.

All the growth alternatives, with the exception of the high growth rate, show total indebtedness exceeding the 3.5 percent limit by FY 1980. This indicates that the County will have to either reduce its proposed expenditure level, or compromise its fiscal debt policy, or encourage a high growth rate. Under all alternatives, the comfortable bonding margin that the County now enjoys in FY 1976 (13-14 percent of total capacity) would be greatly reduced by FY 1985, with bonding requirements under the Low Growth Alternative barely meeting the predetermined standard.

TABLE 11

TOTAL BONDED DEBT, BONDING CAPACITY AND BONDING MARGIN
GENERAL COUNTY BUDGET FY 1976, FY 1980 & FY 1985
(millions of dollars)

Growth Alternative	FY 1976	FY 1980	FY 1985
Run 1 (Trend)			
Bonded Debt	312.617	447.467	495.196
Bonding Capacity	360.500	422.055	511.216
Bonding Margin	47.883	- 25.411	16.020
Bonding Margin as % of Capacity	13.3%	- 6.0%	3.1%
Run 2 (Trend Down-County)			
Bonded Debt	312.602	425.270	475.611
Bonding Capacity	360.690	424.337	516.923
Bonding Margin	48.088	- .932	41.312
Bonding Margin as % of Capacity	13.3%	- 0.2%	8.0%
Run 3 (Trend Up-County)			
Bonded Debt	325.771	460.332	509.407
Bonding Capacity	360.869	425.228	518.160
Bonding Margin	35.098	- 35.102	8.752
Bonding Margin as % of Capacity	9.7%	- 8.3%	1.7%
Run 4 (Low Growth)			
Bonded Debt	310.801	415.254	446.410
Bonding Capacity	355.496	398.365	449.884
Bonding Margin	44.695	- 16.889	3.474
Bonding Margin as % of Capacity	12.6%	- 4.2%	0.8%
Run 5 (High Growth)			
Bonded Debt	310.137	435.092	494.758
Bonding Capacity	363.239	437.081	546.244
Bonding Margin	53.102	1.989	51.486
Bonding Margin as % of Capacity	14.6%	0.5%	9.4%

WSSC User Charges Implications

Capital costs for sewage facilities and projects as currently funded by Washington Suburban Sanitary Commission are generally insignificant in terms of the fiscal impact to the County. This is because 85 percent of all costs for sewer facilities and projects comes from Federal or State grants. However, if this Federal and State aid formula should change in the future, the County may pay a much larger share of costs for such major improvements as the AWT. By contrast, the water component of the proposed Capital Improvements Program has a quite significant fiscal impact on the County. All costs for water facilities and projects are financed directly through WSSC, with minimal Federal or State aid.

Total water and sewer costs and revenues are shown in Table 12 for three growth rates, Trend, Low, and High.* Also shown in this table are the estimated changes in per unit water and sewer rates, and average household costs for water and sewer.

As expected, more capital items are required for the High Growth Alternative than for the Trend or Low Growth Alternatives. However, the differences between the capital costs for water and sewer projects are not that significant for each alternative. This is because the major projects included in the CIP were considered as givens, and were not altered in relation to the lower growth rates (see previous discussion in Cost Section). This fiscal sensitivity

*Trend-Up County and Trend-Down County are not shown, because computations were based on total County flows which are the same for all three Trend Alternatives.

TABLE 12

TOTAL W.S.S.C. WATER & SEWER COSTS AND REVENUES BY GROWTH ALTERNATIVES, FY 1976-1985
(millions of dollars)

	FY 1976	FY 1985	Change FY 1976-1985 Number	Change FY 1976-1985 Percent
Trend (Runs 1, 2, 3)				
WSSC Total Capital Costs	23.165	38.900	+ 15.735	+ 67.93%
WSSC Total Operating Costs:	21.519	36.360	+ 14.841	+ 68.97
Water Operating	7.806	15.509	+ 7.703	+ 98.68
Sewer Operating	13.713	20.851	+ 7.138	+ 52.05
Rates ($/1000 gals.):				
Water	0.70	0.94	+ 0.24	+ 34.29
Sewer	0.78	1.06	+ 0.28	+ 35.90
Average Household Costs Per Year:				
Water	59.02	72.92	+ 13.90	+ 23.55
Sewer	65.76	82.23	+ 16.47	+ 25.05
Low Growth (Run 4)				
WSSC Total Capital Costs	23.083	38.261	+ 15.178	+ 65.75%
WSSC Total Operating Costs:	21.519	33.653	+ 12.134	+ 56.39
Water Operating	7.806	15.509	+ 7.703	+ 98.68
Sewer Operating	13.713	18.144	+ 4.431	+ 32.31
Rates ($/1000 gals.):				
Water	0.70	1.04	+ 0.34	+ 48.57
Sewer	0.78	1.17	+ 0.39	+ 50.00
Average Household Costs Per Year:				
Water	59.02	80.68	+ 21.66	+ 36.70
Sewer	65.76	90.77	+ 25.01	+ 38.03
High Growth (Run 5)				
WSSC Total Capital Costs	23.165	39.080	+ 15.915	+ 68.70%
WSSC Total Operating Costs:	21.519	37.806	+ 16.287	+ 75.69
Water Operating	7.806	15.509	+ 7.703	+ 98.68
Sewer Operating	13.713	22.297	+ 85.84	+ 62.60
Rates ($/1000 gals.):				
Water	0.70	0.89	+ 0.19	+ 27.14
Sewer	0.78	1.01	+ 0.23	+ 29.49
Average Household Costs Per Year:				
Water	59.02	69.04	+ 10.02	+ 16.98
Sewer	65.76	78.35	+ 12.59	+ 19.15

of changing or rescheduling these projects in response to varying levels of growth will be subject to further study and analysis as outlined in Chapter Three.

Water operating costs are the same for each alternative; differences occur only in the construction of new lines, pumps, and storage facilities, and no differences in operating costs are being assumed for those types of projects. Sewer operating costs are more responsive to growth and nearly double from the Low Growth Alternative to the High Growth Alternative by FY 1985. The range is from $8,584,000 to $4,431,000.

The High Growth Alternative has the lowest water and sewer charges by FY 1985. This is obviously because the greater the population (given a largely fixed construction outlay for new facilities), the lower the per unit rates should be. By FY 1985 the increase in the per unit costs of water vary by 15¢/1000 gallons between the Low and High Growth Alternatives, or 79 percent. The per unit costs of sewer vary by 16¢/1000 gallons, or 70 percent.

Average household costs per year reflect the same pattern as the per unit rates, being least expensive under the High Growth Alternative. Average annual household costs for water increase to over $80 in FY 1985 under Low Growth, and to $69 under High Growth. Sewer charges increase to over $90 under Low Growth and to $78 under High Growth.

Chapter TWO
Detailed Findings

Explanation of Terms

A. Impact Analysis Sheets

This table shows the impact of each growth alternative on the property tax rate, assuming all other tax rates remain constant. The lines in this table are defined as follows:

Taxable Value: This line gives the total assessed value by year. The figure is in hundreds of thousands of dollars.

Revenues except Property Tax - Expenses: This line shows the difference between the total expenditures and revenues from all sources except for the property tax. It gives the total amount of funds which must be raised from the property tax. This figure is in thousands of dollars.

Tax Rate: This figure is the property tax rate required to raise the necessary money to balance the budget. It is in dollars per hundred dollars assessed valuation.

Bonded Debt: This line shows the total outstanding County bonded debt, except for M-NCPPC and WSSC bonds. These figures are in thousands of dollars.

Bonding Capacity: These figures show the total bonding capacity by year using the County Executive's proposed standard of 7% of total market valuation. These figures are in thousands of dollars.

Bonding Margin 2: This line shows how far under or over the bonding capacity the County would be in each year. A negative figure shows that the County has gone over the 7% bonding capacity. This figure is in thousands of dollars.

Bonding Margin 1,2 (% of capacity): This shows the percentage under or over the bonding capacity the County would be in each year.

Surplus or Deficit (assuming $3.00 per $100): This final line shows the surplus or deficit that the County would experience if the property tax rate were held constant at approximately $3.00 per $100 assessed valuation. The property tax rate includes the General County tax, the Recreation District tax, and the Mass Transit tax.

B. Explanation of Titles by Subsystem

The following sets of tables show the breakdown of costs and revenues for each subsystem as well as the final budget showing the total surplus or deficit given the present tax rate. Under each subsystem there are several lines detailing the various types of costs and the revenues.

1. Capital Expenses: This section shows the breakdown of capital costs by source of funds:

   Capital Improvements Program Total: This line shows the total County capital costs in the subsystem for which County bonds must be floated. All capital projects are assumed to incur expenditures when programmed.

Misc. Grants Total: Capital costs not borne by the County. Typically these are grants from the State or Federal government to build a particular capital project.

Total Capital Exp.: The sum of the above two lines giving the total cost of capital projects by year regardless of where the funding comes from.

2. General Obligation Indebtedness

This section shows the total bonds to be floated and the yearly principal and interest payments required to pay off these bonds:

Total Gen. Obl. Exp.: Same as the first line under Capital Expenses. It shows total bonds to be floated by year to build the capital projects.

Int. Bonds Total: The total annual interest payments which are required to pay off the bonds which have been floated starting in year one.

Prn. Bonds Total: The total annual principal payments which must be made to retire the bonds floated to date starting in year one.

Total Debt Service: The sum of the annual principal and interest payments required to retire the bonds floated to date starting in year one.

3. Operating Expenses: The breakdown of operating expenditures by type including debt service, non-debt capital expenses and other operating expenditures.

Total Debt Service: The same as the last line in 2 above showing total annual principal and interest payments.

Total Non Debt Exp.: Capital expenditures for which no County bonds are floated. These are typically the grants from other levels of government for specific capital projects.

Operating-Dbt. Total: This line gives the operating expenditures excluding debt service and non-debt expenditures. These costs generally include salaries, supplies, etc.

Total Opr. Expns.: The total of the above three lines.

4. Misc. Revenue: Revenues from all sources to that particular subsystem, including offsets to capital grants included under "Non Debt Exp." General Fund revenues are not included.

C. Operating Budget Summary

Net for Each Subsystem: This table shows the balance of funds for each of the subsystems. The figure for each subsystem is the difference between total operating costs and total revenues; a negative figure shows there are more operating expenditures than revenues while a positive figure shows the opposite. These figures are all in thousands of dollars.

Property Tax ($3.00 per $100): This line shows the amount of property tax which would be generated each

year by the existing tax rate of $3.00 per $100 assessed valuation. These figures are all in thousands of dollars.

Surplus or Deficit: This line shows the total surplus or deficit the County would have, given the cost under each subsystem and maintaining the property tax rate at its present level.

GENERAL COUNTY GOVERNMENT

ALT#1 TREND IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($ 100000)	51500	53656	55859	58071	60294	62563	65165	67769	70398	73031
REVENUES EXCEPT PROPERTY TAX - EXPENSES										
($1000)	-154346	-173022	-188342	-211927	-210052	-227054	-241123	-259336	-279257	-297543
TAX RATE REQUIRED 1										
($ PER $ 100.)	3.0	3.2	3.4	3.6	3.5	3.6	3.7	3.8	4.0	4.1
*BONDED DEBT										
($ 1000)	312617	364878	398606	449407	447467	439852	454222	470192	483185	495196
BONDING CAPACITY										
($1000)	360500	375589	391010	406498	422055	437942	456152	474380	492787	511216
BONDING MARGIN 2										
($1000)	47883	10712	-7595	-42907	-25411	-1909	1930	4188	9602	16020
BONDING MARGIN 1,2										
(% OF CAPACITY)	13.3	2.9	-1.9	-10.6	-6.0	-0.4	0.4	0.9	1.9	3.1
SURPLUS OR DEFICIT (ASSUMING $ 3.00 PER $ 100.)										
($ 1000)	0	-12215	-20933	-37887	-29352	-39551	-45823	-56233	-68272	-78669

1 IF ASTERISKS ARE PRINTED THE TAXABLE VALUE IS ZERO FOR THE YEAR
IE THERE IS NO TAX BASE TO SUPPORT A TAX OR BOND ISSUES

2 A NEGATIVE BONDING MARGIN MEANS THAT THE TAX BASE CANNOT
SUPPORT THE REQUIRED CAPITAL FACILITIES AT THE CURRENT BOND LIMIT
OR THAT BOND LIMITS ARE INAPPLICABLE BECAUSE THE TAX BASE IS NOT PROPERTY

* Does not include MNCPPC and WSSC
bonds.

ALT#1 TREND BUDGET

INCOME TX R1 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC. REVNUE										
TOTAL REVENUES	77650	82338	87328	92542	97991	103558	110189	117104	124376	131958

ALT#1 TREND BUDGET

TAXS F1 TO 4 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC. REVNUE										
TOTAL REVENUES	15307	16189	17106	18041	18996	19981	21131	22301	23502	24724

* INCLUDES ENERGY, PHONE
AND TRANSFER TAX

ALT#1 TREND BUDGET

L&P R S TAXS SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC. REVNUE										
TOTAL REVENUES	28655	29419	30190	30971	31735	32518	33622	34726	35834	36943

* LICENSES & PERMITS:
FEDERAL AND STATE
REVENUE SHARING

ALT#1 TREND BUDGET *

MISTX RV R1 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC. REVNUE										
TOTAL REVENUES	36661	37498	38319	39215	39964	40793	42081	43369	44660	45809

* MISCELLANEOUS REVENUE:
HOTEL TAX

ALT#1 TREND BUDGET

POLICE SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	406	1005	0	0	0	0	20	1385	0	20
TOTAL CAPITL EXP	406	1005	0	0	0	0	20	1385	0	20
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	406	1005	0	0	0	0	20	1385	0	20
INT. BONDS TOTAL	20	70	68	65	63	61	59	125	120	116
PRN. BONDS TOTAL	12	43	45	48	50	53	56	101	106	111
TOTAL DEBT SERV	33	113	113	113	113	113	115	226	226	228
OPERATING EXPENSES										
TOTAL DEBT SERV	33	113	113	113	113	113	115	226	226	228
OPERATNG-OBT TOTAL	19141	19634	20128	20622	21118	21615	22202	22790	23379	23969
TOTAL OPR EXPNS	19173	19747	20241	20736	21232	21728	22317	23016	23605	24197
MISC. REVNUE										
TOTAL REVENUES	375	375	374	374	373	373	397	396	394	417

ALT#1 TREND BUDGET

COMDEV&HOUS1 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	3381	1983	1067	963	456	314	1430	1464	1499	1534
MISC.GRANTS TOTAL	1635	2926	1780	881	533	526	1488	1520	1554	1589
TOTAL CAPITL EXP	5016	4909	2847	1844	989	840	2918	2984	3053	3123
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	3381	1983	1067	963	456	314	1430	1464	1499	1534
INT. BONDS TOTAL	168	262	307	345	355	357	414	469	523	576
PRN. BONDS TOTAL	102	166	207	247	273	296	354	416	482	552
TOTAL DEBT SERV	269	428	514	591	628	653	768	885	1005	1128
OPERATING EXPENSES										
TOTAL DEBT SERV	269	428	514	591	628	653	768	885	1005	1128
TOTL NON DBT EXP	1635	2926	1780	881	533	526	1488	1520	1554	1589
OPERATNG-DBT TOTAL	1671	1736	1803	1872	1944	2017	2118	2223	2330	2442
TOTAL OPR EXPNS	3575	5090	4097	3345	3104	3196	4374	4628	4890	5159
MISC. REVNUE										
TOTAL REVENUES	2138	3438	2302	1412	1073	1076	2054	2102	2153	2204

ALT#1 TREND BUDGET

HEALTH&SOCS1 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	1485	2853	1534	1015	755	0	1601	1645	1690	1733
MISC.GRANTS TOTAL	0	0	0	525	100	0	0	0	0	0
TOTAL CAPITL EXP	1485	2853	1534	1540	855	0	1601	1645	1690	1733
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	1485	2853	1534	1015	755	0	1601	1645	1690	1733
INT. BONDS TOTAL	74	215	285	326	353	339	406	471	536	599
PRN. BONDS TOTAL	45	133	187	227	261	274	336	402	474	550
TOTAL DEBT SERV	119	348	471	553	613	613	742	874	1009	1148
OPERATING EXPENSES										
TOTAL DEBT SERV	119	348	471	553	613	613	742	874	1009	1148
TOTL NON DBT EXP	0	0	0	525	100	0	0	0	0	0
OPERATNG-DBT TOTAL	35231	35888	36546	37203	37860	38517	39658	40798	41938	43078
TOTAL OPR EXPNS	35350	36236	37017	38280	38573	39131	40399	41671	42947	44226
MISC. REVNUE										
TOTAL REVENUES	15658	15950	16242	17059	16927	17119	17625	18132	18639	19145

ALT#1 TREND BUDGET

SNSC/SOLSTM1 SUBSYSTEM*

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	24136	14817	4550	2042	1801	3306	2891	2891	2891	2891
MISC.GRANTS TOTAL	336	1454	1223	1140	995	815	1261	1261	1261	1261
TOTAL CAPITL EXP	24472	16271	5773	3182	2796	4121	4152	4152	4152	4152
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	24136	14817	4550	2042	1801	3306	2891	2891	2891	2891
INT. BONDS TOTAL	1207	1911	2078	2109	2122	2204	2255	2298	2331	2354
PRN. BONDS TOTAL	730	1215	1413	1545	1677	1861	2041	2231	2430	2639
TOTAL DEBT SERV	1937	3126	3491	3655	3799	4064	4296	4528	4760	4992
OPERATING EXPENSES										
TOTAL DEBT SERV	1937	3126	3491	3655	3799	4064	4296	4528	4760	4992
TOTL NON DBT EXP	336	1454	1223	1140	995	815	1261	1261	1261	1261
OPERATNG-DBT TOTAL	6853	7728	10091	34395	25147	29041	26813	27640	28468	25820
TOTAL OPR EXPNS	9126	12307	14805	39190	29941	33920	32370	33430	34489	32073
MISC. REVNUE										
TOTAL REVENUES	6123	8007	8444	22590	23044	23547	24763	25532	26301	27070

* STORM WATER AND SOLID WASTE

ALT#1 TREND BUDGET

GENGOV MISC1 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	266615	9230	19871	20067	3383	3383	11747	12085	12423	12760
MISC.GRANTS TOTAL	590	368	0	0	0	0	0	0	0	0
TOTAL CAPITL EXP	267205	9598	19871	20067	3383	3383	11747	12085	12423	12760
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	266615	9230	19871	20067	3383	3383	11747	12085	12423	12760
INT. BONDS TOTAL	12114	11730	11870	12001	11264	10519	10198	9874	9572	9288
PRN. BONDS TOTAL	16240	16499	17079	17712	17833	17541	17766	17965	18280	18319
TOTAL DEBT SERV	28354	28229	28950	29712	29098	28060	27965	27839	27852	27607
OPERATING EXPENSES										
TOTAL DEBT SERV	28354	28229	28950	29712	29098	28060	27965	27839	27852	27607
TOTL NON DBT EXP	590	368	0	0	0	0	0	0	0	0
OPERATNG-DBT TOTAL	40134	42155	42694	44677	45654	46618	47749	48971	50040	50994
TOTAL OPR EXPNS	69078	70752	71644	74389	74751	74678	75714	76811	77892	78601
MISC. REVNUE										
TOTAL REVENUES	6966	6865	6618	6739	6860	6981	7174	7368	7561	7755

*General Government
Miscellaneous and Non-Departmental
Expenditures
Environmental Protection
(excluding Solid Waste)
Rescue Services
Fines, Forfeitures & Service Charges
Landlord Tenant Affairs

ALT#1 TREND BUDGET

PUBLIC SCHOL SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	11638	5646	3747	2917	4158	4051	3616	4186	4062	4350
MISC.GRANTS TOTAL	24194	28237	21047	16657	18745	14061	18459	20606	26994	22608
TOTAL CAPITL EXP	35832	33883	24794	19574	22903	18112	22075	24792	31056	26958
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	11638	5646	3747	2917	4158	4051	3616	4186	4062	4350
INT. BONDS TOTAL	582	847	1007	1119	1287	1441	1564	1708	1837	1969
PRN. BONDS TOTAL	352	540	681	803	969	1140	1306	1498	1696	1912
TOTAL DEBT SERV	934	1387	1688	1922	2255	2580	2871	3206	3532	3881
OPERATING EXPENSES										
TOTAL DEBT SERV	934	1387	1688	1922	2255	2580	2871	3206	3532	3881
TOTL NON DBT EXP	24194	28237	21047	16657	18745	14061	18459	20606	26994	22608
OPERATNG-DBT TOTAL	230611	242802	254910	267591	280874	294776	317338	341555	367546	395438
TOTAL OPR EXPNS	255739	272426	277644	286170	301874	311417	338667	365368	398073	421927
MISC. REVNUE										
TOTAL REVENUES	83706	84619	76837	71856	73353	68073	73266	76204	83383	79788

ALT#1 TREND BUDGET

MONT COLLEG1 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	4811	21899	5136	27254	260	0	3806	3922	3956	3983
MISC.GRANTS TOTAL	4019	9357	2073	11594	0	0	1778	1832	1847	1860
TOTAL CAPITL EXP	8830	31256	7209	38848	260	0	5584	5754	5803	5843
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	4811	21899	5136	27254	260	0	3806	3922	3956	3983
INT. BONDS TOTAL	241	1328	1544	2856	2775	2676	2762	2842	2913	2973
PRN. BONDS TOTAL	146	815	1011	1886	1988	2088	2307	2541	2788	3048
TOTAL DEBT SERV	386	2143	2555	4742	4763	4763	5069	5383	5701	6020
OPERATING EXPENSES										
TOTAL DEBT SERV	386	2143	2555	4742	4763	4763	5069	5383	5701	6020
TOTL NON DBT EXP	4019	9357	2073	11594	0	0	1778	1832	1847	1860
OPERATNG-DBT TOTAL	18946	22495	28124	30402	28973	30055	31535	32739	33083	33367
TOTAL OPR EXPNS	23351	33996	32752	46738	33736	34818	38382	39955	40631	41247
MISC. REVNUE										
TOTAL REVENUES	11796	20563	14864	27092	16729	17224	19680	20285	20458	20601

ALT#1 TREND BUDGET

OTHER FUNDS1 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	2403	108	0	0	0	0	0	0	0	0
TOTAL CAPITL EXP	2403	108	0	0	0	0	0	0	0	0
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	2403	108	0	0	0	0	0	0	0	0
INT. BONDS TOTAL	120	122	118	114	109	105	100	95	90	84
PRN. BONDS TOTAL	73	80	84	88	92	97	102	107	112	118
TOTAL DEBT SERV	193	201	201	201	201	201	201	201	201	201
OPERATING EXPENSES										
TOTAL DEBT SERV	193	201	201	201	201	201	201	201	201	201
OPERATNG-DBT TOTAL	2401	2598	2795	2992	3189	3385	3883	4382	4880	5379
TOTAL OPR EXPNS	2594	2799	2996	3193	3390	3587	4085	4583	5082	5580
MISC. REVNUE										
TOTAL REVENUES	7401	8282	9162	10043	10924	11804	13113	14423	15733	17043

* SUBURBAN DISTRICT:
LIQUOR PROFITS

ALT#1 TREND BUDGET

CULTUR+REC. SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	5254	5543	8041	8119	5296	2305	6941	7523	7204	6886
MISC.GRANTS TOTAL	9	209	109	109	109	0	100	100	0	0
TOTAL CAPITL EXP	5263	5752	8150	8228	5405	2305	7041	7623	7204	6886
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	5254	5543	8041	8119	5296	2305	6941	7523	7204	6886
INT. BONDS TOTAL	263	532	917	1293	1515	1576	1864	2166	2438	2679
PRN. BONDS TOTAL	159	334	594	870	1073	1197	1466	1767	2074	2385
TOTAL DEBT SERV	422	866	1512	2163	2588	2773	3330	3934	4512	5064
OPERATING EXPENSES										
TOTAL DEBT SERV	422	866	1512	2163	2588	2773	3330	3934	4512	5064
TOTL NON DBT EXP	9	209	109	109	109	0	100	100	0	0
OPERATNG-DBT TOTAL	8209	8861	9572	10349	11199	12129	13280	14550	15952	17501
TOTAL OPR EXPNS	8640	9936	11192	12621	13896	14902	16710	18584	20464	22565
MISC. REVNUE										
TOTAL REVENUES	333	539	445	451	457	354	465	475	386	396

ALT#1 TREND BUDGET

TRANSPORT R1 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	10668	9633	12111	13330	7965	5629	10530	10827	11121	11414
MISC.GRANTS TOTAL	173996	107909	39774	15147	14980	22222	23406	23797	24191	24600
TOTAL CAPITL EXP	184664	117542	51885	28477	22945	27851	33936	34624	35312	36014
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	10668	9633	12111	13330	7965	5629	10530	10827	11121	11414
INT. BONDS TOTAL	533	999	1573	2188	2512	2704	3127	3527	3954	4349
PRN. BONDS TOTAL	323	630	1028	1482	1797	2058	2478	2930	3413	3926
TOTAL DEBT SERV	856	1629	2601	3670	4310	4761	5605	6458	7368	8275
OPERATING EXPENSES										
TOTAL DEBT SERV	856	1629	2601	3670	4310	4761	5605	6458	7368	8275
TOTL NON DBT EXP	173996	107909	39774	15147	14980	22222	23406	23797	24191	24600
OPERATNG-DBT TOTAL	28793	31925	32938	35231	37138	40912	41472	41838	43121	44999
TOTAL OPR EXPNS	203645	141463	75313	54048	56428	67895	70483	72093	74680	77874
MISC. REVNUE										
TOTAL REVENUES	183159	117649	51128	28398	28449	34820	36820	38385	40117	42054

ALT#1 TREND OPERATING BUDGET SUMMARY

	YEAR 1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
INCOME TX R1	77650	82338	87328	92542	97991	103558	110189	117104	124376	131958
TAXS F1 TO 4	15307	16189	17106	18041	18996	19981	21131	22301	23502	24724
L&P R S TAXS	28655	29419	30190	30971	31735	32518	33622	34726	35834	36943
MISTX RV R1	36661	37498	38319	39215	39964	40793	42081	43369	44660	45809
POLICE	-18797	-19371	-19866	-20361	-20857	-21355	-21919	-22619	-23210	-23778
COMDEV&HOUS1	-1436	-1651	-1794	-1931	-2030	-2119	-2319	-2524	-2736	-2954
HEALTH&SOCS1	-19691	-20285	-20773	-21220	-21646	-22011	-22773	-23538	-24307	-25080
SNSC/SOLSTM1	-3002	-4299	-6360	-16598	-6897	-10372	-7607	-7897	-8187	-5002
GENGOV MISC1	-62110	-63885	-65024	-67649	-67890	-67696	-68538	-69442	-70329	-70845
PUBLIC SCHOL	-172032	-187806	-200806	-214313	-228520	-243343	-265400	-289162	-314688	-342138
MONT COLLEG1	-11554	-13432	-17887	-19645	-17006	-17593	-18701	-19668	-20172	-20646
OTHER FUNDS1	4807	5482	6166	6850	7534	8217	9028	9840	10651	11463
CULTUR+REC.	-8306	-9396	-10747	-12169	-13438	-14547	-16244	-18107	-20077	-22168
TRANSPORT R1	-20485	-23813	-24184	-25649	-27978	-33074	-33662	-33707	-34562	-35819
PROPERTY TAX ($ 3.00 PER $ 100)	154345	160806	167408	174039	180700	187502	195298	203103	210983	218873
SURPLUS OR DEFICIT	1	-12214	-20931	-37885	-29350	-39549	-45822	-56231	-68271	-78667

ALT.#2 D.CTY IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($ 100000)	51527	53786	56054	58332	60620	63245	65879	68525	71180	73846
REVENUES EXCEPT PROPERTY TAX - EXPENSES										
($ 1000)	-155323	-173008	-188552	-208383	-204830	-220906	-234964	-252349	-265408	-283205
TAX RATE REQUIRED 1										
($ PER $ 100.)	3.0	3.2	3.4	3.6	3.4	3.5	3.6	3.7	3.7	3.8
*BONDED DEBT										
($ 1000)	312602	363875	397230	426384	425270	433515	446400	457734	467246	475611
BONDING CAPACITY										
($1000)	360690	376501	392377	408321	424337	442712	461156	479672	498261	516923
BONDING MARGIN 2										
($1000)	48088	12626	-4852	-18063	-932	9196	14756	21938	31014	41312
BONDING MARGIN 1,2										
(% OF CAPACITY)	13.3	3.4	-1.2	-4.4	-0.2	2.1	3.2	4.6	6.2	8.0
SURPLUS OR DEFICIT (ASSUMING $ 3.00 PER $ 100.)										
($ 1000)	-895	-11811	-20557	-33562	-23152	-31361	-37522	-46979	-52080	-61887

1 IF ASTERISKS ARE PRINTED THE TAXABLE VALUE IS ZERO FOR THE YEAR
IE THERE IS NO TAX BASE TO SUPPORT A TAX OR BOND ISSUES

2 A NEGATIVE BONDING MARGIN MEANS THAT THE TAX BASE CANNOT
SUPPORT THE REQUIRED CAPITAL FACILITIES AT THE CURRENT BOND LIMIT
OR THAT BOND LIMITS ARE INAPPLICABLE BECAUSE THE TAX BASE IS NOT PROPERTY

* Does not include MNCPPC and WSSC
bonds.

ALT.#2 D.CTY BUDGET

INCOME TX R2 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC.REVNUE										
TOTAL REVENUES	77684	82581	87703	93057	98657	105114	111870	118937	126328	134054

ALT.#2 D.CTY BUDGET

TAXS F1 TO 4 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC.REVNUE										
TOTAL REVENUES	15312	16234	17174	18133	19112	20253	21418	22607	23820	25058

* INCLUDES ENERGY, PHONE AND TRANSFER TAX

ALT.#2 D.CTY BUDGET

L&P R S TAXS SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC.REVNUE										
TOTAL REVENUES	28658	29427	30216	31005	31792	32636	33740	34862	35964	37085

* LICENSES & PERMITS: FEDERAL AND STATE REVENUE SHARING

ALT.#2 D.CTY BUDGET

MISTX RV R2 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC.REVNUE										
TOTAL REVENUES	36936	37790	38618	39447	40278	41147	42439	43731	45025	46320

* MISCELLANEOUS REVENUE: HOTEL TAX

ALT.#2 D.CTY BUDGET

POLICE SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	406	0	0	1005	20	0	1385	20	0	0
TOTAL CAPITL EXP	406	0	0	1005	20	0	1385	20	0	0
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	406	0	0	1005	20	0	1385	20	0	0
INT.BONDS TOTAL	20	20	19	69	67	65	132	128	123	118
PRN.BONDS TOTAL	12	13	14	45	47	50	94	100	104	110
TOTAL DEBT SERV	33	33	33	113	115	115	226	228	228	228
OPERATING EXPENSES										
TOTAL DEBT SERV	33	33	33	113	115	115	226	228	228	228
OPERATNG-DBT TOTAL	19141	19625	20110	20596	21083	21570	22140	22711	23284	23857
TOTAL OPR EXPNS	19173	19657	20142	20709	21198	21685	22366	22939	23511	24084
MISC.REVNUE										
TOTAL REVENUES	375	375	374	374	398	397	395	419	417	414

ALT.#2 D.CTY BUDGET

COMDEV&HOUS2 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	3381	1983	1067	963	456	314	1430	1464	1499	1534
MISC.GRANTS TOTAL	1635	2926	1780	881	533	526	1488	1520	1554	1589
TOTAL CAPITL EXP	5016	4909	2847	1844	989	840	2918	2984	3053	3123
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	3381	1983	1067	963	456	314	1430	1464	1499	1534
INT.BONDS TOTAL	168	262	307	345	355	357	414	469	523	576
PRN.BONDS TOTAL	102	166	207	247	273	296	354	416	482	552
TOTAL DEBT SERV	269	428	514	591	628	653	768	885	1005	1128
OPERATING EXPENSES										
TOTAL DEBT SERV	269	428	514	591	628	653	768	885	1005	1128
TOTL NON DBT EXP	1635	2926	1780	881	533	526	1488	1520	1554	1589
OPERATNG-DBT TOTAL	1671	1736	1803	1872	1944	2017	2118	2223	2330	2442
TOTAL OPR EXPNS	3575	5090	4097	3345	3104	3196	4374	4628	4890	5159
MISC.REVNUE										
TOTAL REVENUES	2138	3438	2302	1412	1073	1076	2054	2102	2153	2204

ALT.#2 D.CTY BUDGET

HEALTH&SOCS2 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	1485	2853	1644	1730	1075	0	1687	1736	1785	1832
MISC.GRANTS TOTAL	0	0	0	525	100	0	0	0	0	0
TOTAL CAPITL EXP	1485	2853	1644	2255	1175	0	1687	1736	1785	1832
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	1485	2853	1644	1730	1075	0	1687	1736	1785	1832
INT.BONDS TOTAL	74	215	290	367	408	394	462	530	597	662
PRN.BONDS TOTAL	45	133	190	252	297	312	378	450	526	608
TOTAL DEBT SERV	119	348	480	619	705	705	840	980	1123	1270
OPERATING EXPENSES										
TOTAL DEBT SERV	119	348	480	619	705	705	840	980	1123	1270
TOTL NON DBT EXP	0	0	0	525	100	0	0	0	0	0
OPERATNG-DBT TOTAL	35231	35888	36546	37203	37860	38517	39658	40798	41938	43075
TOTAL OPR EXPNS	35350	36236	37026	38347	38665	39223	40498	41777	43061	44345
MISC.REVNUE										
TOTAL REVENUES	15658	15950	16242	17059	16927	17119	17625	18132	18639	19145

ALT.#2 D.CTY BUDGET

SNSC/SOLSTM1 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	24136	14817	4550	2042	1801	3306	2891	2891	2891	2891
MISC.GRANTS TOTAL	336	1454	1223	1140	995	815	1261	1261	1261	1261
TOTAL CAPITL EXP	24472	16271	5773	3182	2796	4121	4152	4152	4152	4152
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	24136	14817	4550	2042	1801	3306	2891	2891	2891	2891
INT.BONDS TOTAL	1207	1911	2078	2109	2122	2204	2255	2298	2331	2354
PRN.BONDS TOTAL	730	1215	1413	1545	1677	1861	2041	2231	2430	2639
TOTAL DEBT SERV	1937	3126	3491	3655	3799	4064	4296	4528	4760	4992
OPERATING EXPENSES										
TOTAL DEBT SERV	1937	3126	3491	3655	3799	4064	4296	4528	4760	4992
TOTL NON DBT EXP	336	1454	1223	1140	995	815	1261	1261	1261	1261
OPERATNG-DBT TOTAL	6853	7728	10091	34395	25147	29041	26813	27640	28468	25820
TOTAL OPR EXPNS	9126	12307	14805	39190	29941	33920	32370	33430	34489	32073
MISC.REVNUE										
TOTAL REVENUES	6123	8007	8444	22590	23044	23547	24763	25532	26301	27070

* STORM WATER AND SOLID WASTE

ALT.#2 D.CTY BUDGET

GENGOV MISC2 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	266615	9230	19871	20067	3383	3383	11747	12085	12423	12760
MISC.GRANTS TOTAL	590	368	0	0	0	0	0	0	0	0
TOTAL CAPITL EXP	267205	9598	19871	20067	3383	3383	11747	12085	12423	12760
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	266615	9230	19871	20067	3383	3383	11747	12085	12423	12760
INT.BONDS TOTAL	12114	11730	11870	12001	11264	10519	10198	9874	9572	9288
PRN.BONDS TOTAL	16240	16499	17079	17712	17833	17541	17766	17965	18280	18319
TOTAL DEBT SERV	28354	28229	28950	29712	29098	28060	27965	27839	27852	27607
OPERATING EXPENSES										
TOTAL DEBT SERV	28354	28229	28950	29712	29098	28060	27965	27839	27852	27607
TOTL NON DBT EXP	590	368	0	0	0	0	0	0	0	0
OPERATNG-DBT TOTAL	41094	43515	44501	44283	45280	46265	47550	48698	49936	51095
TOTAL OPR EXPNS	70038	72112	73451	73995	74378	74325	75514	76537	77788	78702
MISC.REVNUE										
TOTAL REVENUES	6579	6469	6212	6324	6436	6547	6729	6910	7091	7272

***General Government**
Miscellaneous and Non-Departmental Expenditures
Environmental Protection (excluding Solid Waste)
Rescue Services
Fines, Forfeitures & Service Charges
Landlord Tenant Affairs

ALT.#2 D.CTY BUDGET

PUBLIC SCHOL SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	11623	5631	3219	3346	3885	4084	4021	4121	3642	3605
MISC.GRANTS TOTAL	24388	22174	12661	8463	12235	11957	19468	21450	18604	16658
TOTAL CAPITL EXP	36011	27805	15880	11809	16120	16041	23489	25571	22246	20263
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	11623	5631	3219	3346	3885	4084	4021	4121	3642	3605
INT.BONDS TOTAL	581	845	979	1113	1268	1424	1569	1710	1817	1913
PRN.BONDS TOTAL	352	539	664	798	956	1127	1305	1495	1679	1872
TOTAL DEBT SERV	933	1385	1643	1911	2223	2551	2873	3204	3496	3786
OPERATING EXPENSES										
TOTAL DEBT SERV	933	1385	1643	1911	2223	2551	2873	3204	3496	3786
TOTL NON DBT EXP	24388	22174	12661	8463	12235	11957	19468	21450	18604	16658
OPERATNG-DBT TOTAL	230611	242249	253735	265722	278227	291287	313735	337838	363714	391491
TOTAL OPR EXPNS	255932	265807	268039	276096	292685	305794	336076	362492	385815	411934
MISC.REVNUE										
TOTAL REVENUES	83900	78427	68194	63276	66328	65333	73653	76443	80813	79675

ALT.#2 D.CTY BUDGET

MONT COLLEG2 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	4811	21899	5136	2754	260	15500	0	0	0	0
MISC.GRANTS TOTAL	4019	9357	2073	394	0	6800	1778	1832	1847	1860
TOTAL CAPITL EXP	8830	31256	7209	3148	260	22300	1778	1832	1847	1860
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	4811	21899	5136	2754	260	15500	0	0	0	0
INT.BONDS TOTAL	241	1328	1544	1631	1587	2302	2215	2123	2027	1927
PRN.BONDS TOTAL	146	815	1011	1145	1210	1739	1826	1918	2014	2114
TOTAL DEBT SERV	386	2143	2555	2776	2797	4041	4041	4041	4041	4041
OPERATING EXPENSES										
TOTAL DEBT SERV	386	2143	2555	2776	2797	4041	4041	4041	4041	4041
TOTL NON DBT EXP	4019	9357	2073	394	0	6800	1778	1832	1847	1860
OPERATNG-DBT TOTAL	19576	22485	28099	30358	28924	29988	31462	32669	33010	33294
TOTAL OPR EXPNS	23981	33985	32728	33529	31722	40829	37281	38542	38898	39195
MISC.REVNUE										
TOTAL REVENUES	12426	20558	14853	15873	16706	23993	19646	20253	20424	20567

ALT.#2 D.CTY BUDGET

OTHER FUNDS2 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	2403	108	0	0	0	0	0	0	0	0
TOTAL CAPITL EXP	2403	108	0	0	0	0	0	0	0	0
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	2403	108	0	0	0	0	0	0	0	0
INT.BONDS TOTAL	120	122	118	114	109	105	100	95	90	84
PRN.BONDS TOTAL	73	80	84	88	92	97	102	107	112	118
TOTAL DEBT SERV	193	201	201	201	201	201	201	201	201	201
OPERATING EXPENSES										
TOTAL DEBT SERV	193	201	201	201	201	201	201	201	201	201
OPERATNG-DBT TOTAL	2401	2719	3038	3356	3674	3992	4570	5147	5724	6302
TOTAL OPR EXPNS	2594	2921	3239	3557	3876	4194	4771	5348	5926	6503
MISC.REVNUE										
TOTAL REVENUES	7401	8403	9405	10407	11409	12410	13797	15184	16571	17958

* SUBURBAN DISTRICT:
LIQUOR PROFITS

ALT.#2 D.CTY BUDGET

TRANSPORT R2 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	10668	9633	12111	13330	7965	5629	10596	10874	11187	11512
MISC.GRANTS TOTAL	173936	107239	39596	15895	14980	21919	23366	23751	24144	24536
TOTAL CAPITL EXP	184604	116872	51707	29225	22945	27548	33962	34625	35331	36048
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	10668	9633	12111	13330	7965	5629	10596	10874	11187	11512
INT.BONDS TOTAL	533	999	1573	2188	2512	2704	3131	3550	3963	4368
PRN.BONDS TOTAL	323	630	1028	1482	1797	2058	2481	2934	3419	3938
TOTAL DEBT SERV	856	1629	2601	3670	4310	4761	5612	6484	7382	8306
OPERATING EXPENSES										
TOTAL DEBT SERV	856	1629	2601	3670	4310	4761	5612	6484	7382	8306
TOTL NON DBT EXP	173936	107239	39596	15895	14980	21919	23366	23751	24144	24536
OPERATNG-DBT TOTAL	28793	31925	32938	35231	37138	40336	41472	41838	43121	44999
TOTAL OPR EXPNS	203585	140793	75135	54796	56428	67016	70450	72073	74647	77841
MISC.REVNUE										
TOTAL REVENUES	183159	117649	51128	28398	28449	34244	36845	38405	40138	41964

ALT.#2 D.CTY BUDGET

CULTUR+REC. SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	5254	5543	8041	8099	5296	2305	6941	7523	7204	6886
MISC.GRANTS TOTAL	9	209	109	109	109	0	100	100	0	0
TOTAL CAPITL EXP	5263	5752	8150	8208	5405	2305	7041	7623	7204	6886
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	5254	5543	8041	8099	5296	2305	6941	7523	7204	6886
INT.BONDS TOTAL	263	532	917	1292	1514	1575	1863	2166	2437	2678
PRN.BONDS TOTAL	159	334	594	869	1073	1196	1466	1767	2073	2385
TOTAL DEBT SERV	422	866	1512	2162	2586	2771	3328	3932	4510	5063
OPERATING EXPENSES										
TOTAL DEBT SERV	422	866	1512	2162	2586	2771	3328	3932	4510	5063
TOTL NON DBT EXP	9	209	109	109	109	0	100	100	0	0
OPERATNG-DBT TOTAL	8209	8860	9570	10346	11194	12123	13272	14541	15941	17487
TOTAL OPR EXPNS	8640	9935	11190	12616	13889	14894	16701	18573	20451	22550
MISC.REVNUE										
TOTAL REVENUES	324	530	436	442	448	354	465	475	386	396

ALT.#2 D.CTY OPERATING BUDGET SUMMARY

	YEAR 1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
INCOME TX R2	77684	82581	87703	93057	98657	105114	111870	118937	126328	134054
TAXS F1 TO 4	15312	16234	17174	18133	19112	20253	21418	22607	23820	25058
L&P R S TAXS	28658	29427	30216	31005	31792	32636	33740	34862	35964	37085
MISTX RV R2	36936	37790	38618	39447	40278	41147	42439	43731	45025	46320
POLICE	-18797	-19282	-19767	-20334	-20798	-21287	-21970	-22519	-23093	-23669
COMDEV&HOUS2	-1436	-1651	-1794	-1931	-2030	-2119	-2319	-2524	-2736	-2954
HEALTH&SOCS2	-19691	-20285	-20782	-21286	-21738	-22103	-22872	-23644	-24421	-25199
SNSC/SOLSTM1	-3002	-4299	-6360	-16598	-6897	-10372	-7607	-7897	-8187	-5002
GENGOV MISC2	-63458	-65642	-67237	-67669	-67940	-67776	-68785	-69626	-70696	-71429
PUBLIC SCHOL	-172031	-187378	-199844	-212819	-226356	-240460	-262423	-286048	-305000	-332258
MONT COLLEG2	-11554	-13426	-17874	-17655	-15014	-16834	-17634	-18288	-18473	-18627
OTHER FUNDS2	4807	5482	6166	6849	7533	8216	9026	9835	10645	11455
TRANSPORT R2	-20425	-23143	-24006	-26397	-27978	-32771	-33604	-33667	-34508	-35876
CULTUR+REC.	-8315	-9404	-10753	-12173	-13440	-14539	-16235	-18097	-20065	-22153
PROPERTY TAX ($ 3.00 PER $ 100)	154427	161196	167993	174820	181677	189544	197441	205368	213327	221317
SURPLUS OR DEFICIT	-893	-11809	-20556	-33560	-23150	-31359	-37520	-46978	-52078	-61886

ALT#3 UPCTY IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($ 100000)	51553	53837	56131	58434	60747	63382	66026	68681	71347	74023
REVENUES EXCEPT PROPERTY TAX - EXPENSES										
($1000)	-154488	-170923	-187644	-207806	-214061	-216814	-231280	-248103	-268922	-286657
TAX RATE REQUIRED 1										
($ PER $ 100.)	3.0	3.2	3.3	3.6	3.5	3.4	3.5	3.6	3.8	3.9
* BONDED DEBT										
($1000)	325771	362973	420469	447027	460332	452582	468414	483590	497061	509407
BONDING CAPACITY										
($1000)	360869	376859	392915	409038	425228	443671	462185	480769	499427	518160
BONDING MARGIN 2										
($1000)	35098	13887	-27553	-37989	-35102	-8909	-6228	-2820	2366	8752
BONDING MARGIN 1,2										
(% OF CAPACITY)	9.7	3.7	-7.0	-9.3	-8.3	-2.0	-1.3	-0.6	0.5	1.7
SURPLUS OR DEFICIT (ASSUMING $ 3.00 PER $ 100.)										
($ 1000)	16	-9572	-19420	-32678	-32002	-26858	-33398	-42264	-55095	-64810

1 IF ASTERISKS ARE PRINTED THE TAXABLE VALUE IS ZERO FOR THE YEAR
IE THERE IS NO TAX BASE TO SUPPORT A TAX OR BOND ISSUES

2 A NEGATIVE BONDING MARGIN MEANS THAT THE TAX BASE CANNOT
SUPPORT THE REQUIRED CAPITAL FACILITIES AT THE CURRENT BOND LIMIT
OR THAT BOND LIMITS ARE INAPPLICABLE BECAUSE THE TAX BASE IS NOT PROPERTY

* Does not include MNCPPC and WSSC
bonds.

ALT#3 UPCTY BUDGET

INCOME TX R3 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC.REVNUE										
TOTAL REVENUES	77654	82520	87608	92928	98487	104844	111494	118448	125719	133320

ALT#3 UPCTY BUDGET

TAXS F1 TO 4 SUBSYSTEM*

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC.REVNUE										
TOTAL REVENUES	15326	16258	17208	18177	19165	20284	21426	22591	23779	24991

* INCLUDES ENERGY, PHONE
AND TRANSFER TAX

ALT#3 UPCTY BUDGET

L&P R S TAXS SUBSYSTEM*

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC.REVNUE										
TOTAL REVENUES	28657	29446	30234	31023	31810	32656	33777	34880	36002	37123

* LICENSES & PERMITS:
FEDERAL AND STATE
REVENUE SHARING

ALT#3 UPCTY BUDGET

MISTX RV R3 SUBSYSTEM*

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC.REVNUE										
TOTAL REVENUES	36659	37317	38148	38981	39814	40684	41977	43271	44566	45862

* MISCELLANEOUS REVENUE:
HOTEL TAX

ALT#3 UPCTY BUDGET

POLICE SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO TOTAL	406	1005	0	0	0	0	0	20	0	0
TOTAL CAPITL EXP	406	1005	0	0	0	0	0	20	0	0
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	406	1005	0	0	0	0	0	20	0	0
INT.BONDS TOTAL	20	70	68	65	63	61	58	56	53	50
PRN.BONDS TOTAL	12	43	45	48	50	53	55	59	62	65
TOTAL DEBT SERV	33	113	113	113	113	113	113	115	115	115
OPERATING EXPENSES										
TOTAL DEBT SERV	33	113	113	113	113	113	113	115	115	115
OPERATNG-DBT TOTAL	19141	19626	20112	20600	21088	21577	22195	22814	23434	24055
TOTAL OPR EXPNS	19173	19739	20226	20713	21201	21690	22308	22929	23549	24170
MISC.REVNUE										
TOTAL REVENUES	375	375	374	374	373	373	372	396	395	393

ALT#3 UPCTY BUDGET

COMDEV&HOUS1 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO TOTAL	3381	1983	1067	963	456	314	1430	1464	1499	1534
MISC.GRANTS TOTAL	1635	2926	1780	881	533	526	1488	1520	1554	1589
TOTAL CAPITL EXP	5016	4909	2847	1844	989	840	2918	2984	3053	3123
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	3381	1983	1067	963	456	314	1430	1464	1499	1534
INT.BONDS TOTAL	168	262	307	345	355	357	414	469	523	576
PRN.BONDS TOTAL	102	166	207	247	273	296	354	416	482	552
TOTAL DEBT SERV	269	428	514	591	628	653	768	885	1005	1128
OPERATING EXPENSES										
TOTAL DEBT SERV	269	428	514	591	628	653	768	885	1005	1128
TOTL NON DBT EXP	1635	2926	1780	881	533	526	1488	1520	1554	1589
OPERATNG-DBT TOTAL	1671	1736	1803	1872	1944	2017	2118	2223	2330	2442
TOTAL OPR EXPNS	3575	5090	4097	3345	3104	3196	4374	4628	4890	5159
MISC.REVNUE										
TOTAL REVENUES	2138	3438	2302	1412	1073	1076	2054	2102	2153	2204

ALT#3 UPCTY BUDGET

HEALTH&SOCS1 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO TOTAL	1485	2859	1541	1011	755	0	1601	1645	1690	1733
MISC.GRANTS TOTAL	0	0	0	525	100	0	0	0	0	0
TOTAL CAPITL EXP	1485	2859	1541	1536	855	0	1601	1645	1690	1733
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	1485	2859	1541	1011	755	0	1601	1645	1690	1733
INT.BONDS TOTAL	73	214	286	327	353	0	80	160	239	318
PRN.BONDS TOTAL	46	133	186	227	261	0	48	101	157	217
TOTAL DEBT SERV	119	347	472	554	614	0	128	260	396	535
OPERATING EXPENSES										
TOTAL DEBT SERV	119	347	472	554	614	0	128	260	396	535
TOTL NON DBT EXP	0	0	0	525	100	0	0	0	0	0
OPERATNG-DBT TOTAL	35231	35888	36546	37203	37860	38517	39658	40798	41938	43078
TOTAL OPR EXPNS	35350	36235	37017	38282	38574	38517	39786	41058	42334	43613
MISC.REVNUE										
TOTAL REVENUES	15658	15950	16242	17059	16927	17119	17625	18132	18639	19145

ALT#3 UPCTY BUDGET

SNSC/SOLSTM1 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO TOTAL	24136	14817	4550	2042	1801	3306	2891	2891	2891	2891
MISC.GRANTS TOTAL	336	1454	1223	1140	9950	815	1261	1261	1261	1261
TOTAL CAPITL EXP	24472	16271	5773	3182	11751	4121	4152	4152	4152	4152
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	24136	14817	4550	2042	1801	3306	2891	2891	2891	2891
INT.BONDS TOTAL	1207	1911	2078	2109	2122	2204	2255	2298	2331	2354
PRN.BONDS TOTAL	730	1215	1413	1545	1677	1861	2041	2231	2430	2639
TOTAL DEBT SERV	1937	3126	3491	3655	3799	4064	4296	4528	4760	4992
OPERATING EXPENSES										
TOTAL DEBT SERV	1937	3126	3491	3655	3799	4064	4296	4528	4760	4992
TOTL NON DBT EXP	336	1454	1223	1140	9950	815	1261	1261	1261	1261
OPERATNG-DBT TOTAL	6853	7728	10091	34395	25147	29041	26813	27640	28468	25820
TOTAL OPR EXPNS	9126	12307	14805	39190	38896	33920	32370	33430	34489	32073
MISC.REVNUE										
TOTAL REVENUES	6123	8007	8444	22590	23044	23547	24763	25532	26301	27070

* STORM WATER AND
SOLID WASTE

ALT#3 UPCTY BUDGET

GENGOV MISC3 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO TOTAL	266615	9230	19871	20067	3383	3383	11747	12085	12423	12760
MISC.GRANTS TOTAL	590	368	0	0	0	0	0	0	0	0
TOTAL CAPITL EXP	267205	9598	19871	20067	3383	3383	11747	12085	12423	12760
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	266615	9230	19871	20067	3383	3383	11747	12085	12423	12760
INT.BONDS TOTAL	12114	11730	11870	12001	11264	10519	10198	9874	9572	9288
PRN.BONDS TOTAL	16240	16499	17079	17712	17833	17541	17766	17965	18280	18319
TOTAL DEBT SERV	28354	28229	28950	29712	29098	28060	27965	27839	27852	27607
OPERATING EXPENSES										
TOTAL DEBT SERV	28354	28229	28950	29712	29098	28060	27965	27839	27852	27607
TOTL NON DBT EXP	590	368	0	0	0	0	0	0	0	0
OPERATNG-DBT TOTAL	39748	42179	43132	44167	45549	46555	47873	49287	50801	52223
TOTAL OPR EXPNS	68692	70776	72082	73879	74646	74615	75838	77126	78654	79830
MISC.REVNUE										
TOTAL REVENUES	6599	6489	6232	6343	6454	6565	6745	6924	7104	7284

***General Government**
Miscellaneous and Non-Departmental Expenditures
Environmental Protection (excluding Solid Waste)
Rescue Services
Fines, Forfeitures & Service Charges
Landlord Tenant Affairs

ALT#3 UPCTY BUDGET

PUBLIC SCHOL SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO TOTAL	11787	5615	3246	2680	3838	3559	4730	4326	4087	4325
MISC.GRANTS TOTAL	24480	26789	20006	14905	17690	14410	21572	29525	26178	20891
TOTAL CAPITL EXP	36267	32404	23252	17585	21528	17969	26302	33851	30265	25216
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	11787	5615	3246	2680	3838	3559	4730	4326	4087	4325
INT.BONDS TOTAL	589	852	987	1088	1241	1372	1553	1705	1835	1967
PRN.BONDS TOTAL	356	544	669	784	939	1094	1292	1487	1685	1900
TOTAL DEBT SERV	946	1396	1657	1872	2180	2465	2845	3192	3520	3867
OPERATING EXPENSES										
TOTAL DEBT SERV	946	1396	1657	1872	2180	2465	2845	3192	3520	3867
TOTL NON DBT EXP	24480	26789	20006	14905	17690	14410	21572	29525	26178	20891
OPERATNG-DBT TOTAL	230611	241571	252298	263434	274991	286982	308921	332468	357738	384855
TOTAL OPR EXPNS	256037	269757	273961	280211	294861	303857	333338	365185	387436	409613
MISC.REVNUE										
TOTAL REVENUES	83992	82885	75225	69246	71154	66997	74925	83644	81062	76541

ALT#3 UPCTY BUDGET

MONT COLLEG3 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO TOTAL	4811	6399	29636	2754	15760	0	3806	3922	3956	3983
MISC.GRANTS TOTAL	4019	2557	13273	394	6800	0	1778	1832	1847	1860
TOTAL CAPITL EXP	8830	8956	42909	3148	22560	0	5584	5754	5803	5843
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	4811	6399	29636	2754	15760	0	3806	3922	3956	3983
INT.BONDS TOTAL	241	553	2018	2092	2810	2712	2800	2883	2956	3018
PRN.BONDS TOTAL	146	346	1260	1406	1953	2051	2268	2500	2745	3003
TOTAL DEBT SERV	386	900	3278	3499	4763	4763	5069	5383	5701	6020
OPERATING EXPENSES										
TOTAL DEBT SERV	386	900	3278	3499	4763	4763	5069	5383	5701	6020
TOTL NON DBT EXP	4019	2557	13273	394	6800	0	1778	1832	1847	1860
OPERATNG-DBT TOTAL	19576	22514	28154	30448	29043	30136	31611	32812	33153	33432
TOTAL OPR EXPNS	23981	25971	44704	34340	40607	34900	38458	40028	40701	41312
MISC.REVNUE										
TOTAL REVENUES	12426	13771	26078	15913	23561	17261	19715	20319	20490	20630

ALT#3 UPCTY BUDGET

OTHER FUNDS3 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO TOTAL	2403	108	0	0	0	0	0	0	0	0
TOTAL CAPITL EXP	2403	108	0	0	0	0	0	0	0	0
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	2403	108	0	0	0	0	0	0	0	0
INT.BONDS TOTAL	120	122	118	114	109	105	100	95	90	84
PRN.BONDS TOTAL	73	80	84	88	92	97	102	107	112	118
TOTAL DEBT SERV	193	201	201	201	201	201	201	201	201	201
OPERATING EXPENSES										
TOTAL DEBT SERV	193	201	201	201	201	201	201	201	201	201
OPERATNG-DBT TOTAL	2401	2517	2634	2750	2866	2982	3360	3737	4114	4491
TOTAL OPR EXPNS	2594	2719	2835	2952	3068	3184	3561	3938	4316	4693
MISC.REVNUE										
TOTAL REVENUES	7401	8201	9002	9802	10602	11402	12591	13780	14969	16158

* SUBURBAN DISTRICT:
LIQUOR PROFITS

ALT#3 UPCTY BUDGET

TRANSPORT R3 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO TOTAL	10668	9633	12111	13330	7965	5629	10559	10865	11163	11364
MISC.GRANTS TOTAL	173946	107289	39325	15895	14980	21309	22707	22922	23147	23366
TOTAL CAPITL EXP	184614	116922	51436	29225	22945	26938	33266	33787	34310	34730
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	10668	9633	12111	13330	7965	5629	10559	10865	11163	11364
INT.BONDS TOTAL	533	999	1573	2188	2512	2704	3129	3548	3960	4357
PRN.BONDS TOTAL	323	630	1028	1482	1797	2058	2480	2932	3417	3931
TOTAL DEBT SERV	856	1629	2601	3670	4310	4761	5609	6480	7376	8288
OPERATING EXPENSES										
TOTAL DEBT SERV	856	1629	2601	3670	4310	4761	5609	6480	7376	8288
TOTL NON DBT EXP	173946	107289	39325	15895	14980	21309	22707	22922	23147	23366
OPERATNG-DBT TOTAL	28935	32081	33062	35401	37282	39363	40855	40552	43127	45005
TOTAL OPR EXPNS	203737	140999	74988	54966	56572	65433	69170	69954	73649	76659
MISC.REVNUE										
TOTAL REVENUES	183079	117413	50725	28398	28449	34245	36714	38273	40008	41927

ALT#3 UPCTY BUDGET

CULTUR+REC. SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO TOTAL	5254	5543	8041	8119	5296	2305	6941	7523	7204	6886
MISC.GRANTS TOTAL	9	209	109	109	109	0	100	100	0	0
TOTAL CAPITL EXP	5263	5752	8150	8228	5405	2305	7041	7623	7204	6886
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	5254	5543	8041	8119	5296	2305	6941	7523	7204	6886
INT.BONDS TOTAL	263	532	917	1293	1515	1576	1864	2166	2438	2679
PRN.BONDS TOTAL	159	334	594	870	1073	1197	1466	1767	2074	2385
TOTAL DEBT SERV	422	866	1512	2163	2588	2773	3330	3934	4512	5064
OPERATING EXPENSES										
TOTAL DEBT SERV	422	866	1512	2163	2588	2773	3330	3934	4512	5064
TOTL NON DBT EXP	9	209	109	109	109	0	100	100	0	0
OPERATNG-DBT TOTAL	8209	8862	9574	10353	11204	12135	13288	14560	15963	17514
TOTAL OPR EXPNS	8640	9937	11195	12624	13901	14909	16718	18593	20475	22578
MISC.REVNUE										
TOTAL REVENUES	333	539	445	451	457	354	465	475	386	396

ALT#3 UPCTY OPERATING BUDGET SUMMARY

	YEAR 1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
INCOME TX R3	77654	82520	87608	92928	98487	104844	111494	118448	125719	133320
TAXS F1 TO 4	15326	16258	17208	18177	19165	20284	21426	22591	23779	24991
L&P R S TAXS	28657	29446	30234	31023	31810	32656	33777	34880	36002	37123
MISTX RV R3	36659	37317	38148	38981	39814	40684	41977	43271	44566	45862
POLICE	-18797	-19364	-19851	-20338	-20827	-21317	-21935	-22531	-23153	-23776
COMDEV&HOUS1	-1436	-1651	-1794	-1931	-2030	-2119	-2319	-2524	-2736	-2954
HEALTH&SOCS1	-19691	-20284	-20774	-21221	-21646	-21398	-22160	-22925	-23694	-24467
SNSC/SOLSTM1	-3002	-4299	-6360	-16598	-15852	-10372	-7607	-7897	-8187	-5002
GENGOV MISC3	-62091	-64286	-65849	-67535	-68191	-68048	-69092	-70200	-71548	-72545
PUBLIC SCHOL	-172044	-186870	-198735	-210964	-223706	-236859	-258411	-281540	-306373	-333071
MONT COLLEG3	-11554	-12199	-18625	-18426	-17045	-17637	-18742	-19708	-20210	-20681
OTHER FUNDS3	4807	5482	6167	6851	7535	8218	9030	9842	10654	11465
TRANSPORT R3	-20657	-23585	-24262	-26567	-28122	-31187	-32456	-31681	-33641	-34731
CULTUR+REC.	-8306	-9397	-10749	-12173	-13443	-14553	-16252	-18117	-20088	-22181
PROPERTY TAX ($ 3.00 PER $ 100)	154504	161350	168224	175127	182058	189955	197881	205838	213826	221846
SURPLUS OR DEFICIT	18	-9570	-19418	-32676	-32000	-26856	-33396	-42262	-55093	-64808

ALT#4 LO GTH IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($100000)	50785	52302	53828	55364	56909	58361	59822	61294	62776	64269
REVENUES EXCEPT PROPERTY TAX - EXPENSES										
($ 1000)	-157230	-167054	-197180	-199378	-204246	-212271	-223837	-237100	-251153	-266325
TAX RATE REQUIRED 1										
($ PER $ 100.)	3.1	3.2	3.7	3.6	3.6	3.6	3.7	3.9	4.0	4.1
* BONDED DEBT										
($1000)	310801	343226	389143	416928	415254	408348	416761	423881	435696	446410
BONDING CAPACITY										
($ 1000)	355496	366113	376796	387546	398365	408526	418757	429059	439435	449884
BONDING MARGIN 2										
($ 1000)	44695	22887	-12346	-29381	-16889	177	1996	5178	3739	3474
BONDING MARGIN 1,2										
(% OF CAPACITY)	12.6	6.3	-3.3	-7.6	-4.2	0.0	0.5	1.2	0.9	0.8
SURPLUS OR DEFICIT (ASSUMING $ 3.00 PER $ 100.)										
($ 1000)	-5025	-10304	-35857	-33452	-33688	-37363	-44548	-53401	-63011	-73709

1 IF ASTERISKS ARE PRINTED THE TAXABLE VALUE IS ZERO FOR THE YEAR
IE THERE IS NO TAX BASE TO SUPPORT A TAX OR BOND ISSUES

2 A NEGATIVE BONDING MARGIN MEANS THAT THE TAX BASE CANNOT
SUPPORT THE REQUIRED CAPITAL FACILITIES AT THE CURRENT BOND LIMIT
OR THAT BOND LIMITS ARE INAPPLICABLE BECAUSE THE TAX BASE IS NOT PROPERTY

* Does not include MNCPPC and WSSC
bonds.

ALT#4 LO GTH BUDGET

INCOME TX R4 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC. REVNUE										
TOTAL REVENUES	76628	80407	84344	88444	92714	97094	101653	106398	111336	116475

ALT#4 LO GTH BUDGET

TAXS F1 TO 4 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC. REVNUE										
TOTAL REVENUES	14613	15127	15652	16186	16732	17279	17838	18409	18992	19586

* INCLUDES ENERGY, PHONE AND TRANSFER TAX

ALT#4 LO GTH BUDGET

L&P R S TAXS SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC. REVNUE										
TOTAL REVENUES	28526	28904	29285	29668	30053	30420	30926	31434	31944	32455

* LICENSES & PERMITS:
FEDERAL AND STATE
REVENUE SHARING

ALT#4 LO GTH BUDGET

MISTX RV R4 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
MISC. REVNUE										
TOTAL REVENUES	36579	36916	37235	37556	37878	38189	38726	39265	39805	40345

* MISCELLANEOUS REVENUE:
HOTEL TAX

ALT#4 LO GTH BUDGET

POLICE SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	406	0	0	1005	0	0	0	0	0	0
TOTAL CAPITL EXP	406	0	0	1005	0	0	0	0	0	0
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	406	0	0	1005	0	0	0	0	0	0
INT. BONDS TOTAL	20	20	19	69	66	64	62	59	56	53
PRN. BONDS TOTAL	12	13	14	45	47	49	52	54	57	60
TOTAL DEBT SERV	33	33	33	113	113	113	113	113	113	113
OPERATING EXPENSES										
TOTAL DEBT SERV	33	33	33	113	113	113	113	113	113	113
OPERATNG-DBT TOTAL	19141	19393	19646	19899	20153	20407	20652	20898	21144	21391
TOTAL OPR EXPNS	19173	19426	19678	20012	20266	20520	20765	21011	21257	21504
MISC. REVNUE										
TOTAL REVENUES	375	375	374	374	373	373	372	371	371	370

ALT#4 LO GTH BUDGET

COMDEV+HOUS4 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	3358	1978	1067	963	456	314	1441	1451	1462	1474
MISC.GRANTS TOTAL	1635	2926	1780	881	533	526	1342	1348	1357	1363
TOTAL CAPITL EXP	4993	4904	2847	1844	989	840	2783	2799	2819	2837
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	3358	1978	1067	963	456	314	1441	1451	1462	1474
INT. BONDS TOTAL	215	387	558	629	372	371	517	590	660	728
PRN. BONDS TOTAL	102	166	207	247	273	296	362	433	508	587
TOTAL DEBT SERV	316	553	765	875	645	667	879	1023	1168	1315
OPERATING EXPENSES										
TOTAL DEBT SERV	316	553	765	875	645	667	879	1023	1168	1315
TOTL NON DBT EXP	1635	2926	1780	881	533	526	1342	1348	1357	1363
OPERATNG-DBT TOTAL	1671	1713	1755	1799	1844	1890	1951	2013	2077	2143
TOTAL OPR EXPNS	3622	5192	4300	3555	3022	3083	4172	4384	4601	4821
MISC. REVNUE										
TOTAL REVENUES	2138	3431	2288	1391	1046	1041	1863	1876	1890	1903

ALT#4 LO GTH BUDGET

HEALTH+SOCS4 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	0	0	110	715	320	0	6532	6575	1562	1582
MISC.GRANTS TOTAL	0	0	0	525	100	0	0	0	0	0
TOTAL CAPITL EXP	0	0	110	1240	420	0	6532	6575	1562	1582
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	0	0	110	715	320	0	6532	6575	1562	1582
INT. BONDS TOTAL	0	0	5	41	56	54	379	696	751	805
PRN. BONDS TOTAL	0	0	3	25	36	38	237	448	518	591
TOTAL DEBT SERV	0	0	9	66	92	92	616	1144	1269	1396
OPERATING EXPENSES										
TOTAL DEBT SERV	0	0	9	66	92	92	616	1144	1269	1396
TOTL NON DBT EXP	0	0	0	525	100	0	0	0	0	0
OPERATNG-DBT TOTAL	35231	35403	35575	35747	35919	36091	36522	36952	37382	37812
TOTAL OPR EXPNS	35231	35403	35584	36338	36111	36183	37138	38095	38651	39208
MISC. REVNUE										
TOTAL REVENUES	15658	15734	15811	16412	16064	16040	16232	16423	16614	16805

ALT#4 LO GTH BUDGET

SNSC/SOLSTM4 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	24136	14817	4550	2042	1801	3306	2434	2434	2434	2434
MISC.GRANTS TOTAL	336	1454	1223	1140	995	815	1063	1063	1063	1063
TOTAL CAPITL EXP	24472	16271	5773	3182	2796	4121	3497	3497	3497	3497
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	24136	14817	4550	2042	1801	3306	2434	2434	2434	2434
INT. BONDS TOTAL	1204	1911	2079	2110	2123	2204	2253	2297	2332	2353
PRN. BONDS TOTAL	732	1213	1414	1545	1678	1862	2041	2230	2430	2638
TOTAL DEBT SERV	1936	3125	3494	3655	3801	4066	4295	4527	4762	4992
OPERATING EXPENSES										
TOTAL DEBT SERV	1936	3125	3494	3655	3801	4066	4295	4527	4762	4992
TOTL NON DBT EXP	336	1454	1223	1140	995	815	1063	1063	1063	1063
OPERATNG-DBT TOTAL	6854	7604	9784	23370	23681	24124	24449	24874	25193	25618
TOTAL OPR EXPNS	9126	12183	14501	28165	28477	29005	29807	30464	31018	31673
MISC. REVNUE										
TOTAL REVENUES	6143	7923	8232	21764	21917	21978	22580	22920	23237	23578

* STORM WATER AND
SOLID WASTE

ALT#4 LO GTH BUDGET

GENGOV MISC4 SUBSYSTEM*

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	266615	9230	19871	20067	3383	3383	0	0	11448	11579
MISC.GRANTS TOTAL	590	368	0	0	0	0	0	0	0	0
TOTAL CAPITL EXP	267205	9598	19871	20067	3383	3383	0	0	11448	11579
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	266615	9230	19871	20067	3383	3383	0	0	11448	11579
INT. BONDS TOTAL	12114	11730	11870	12001	11264	10519	9611	8701	8386	8083
PRN. BONDS TOTAL	16240	16499	17079	17712	17833	17541	17411	17226	17475	17438
TOTAL DEBT SERV	28354	28229	28950	29712	29098	28060	27022	25927	25862	25522
OPERATING EXPENSES										
TOTAL DEBT SERV	28354	28229	28950	29712	29098	28060	27022	25927	25862	25522
TOTL NON DBT EXP	590	368	0	0	0	0	0	0	0	0
OPERATNG-DBT TOTAL	39804	41791	42336	43264	43846	44431	45183	45816	46163	47240
TOTAL OPR EXPNS	68748	70388	71286	72976	72944	72491	72205	71743	72025	72761
MISC. REVNUE										
TOTAL REVENUES	6066	6103	6141	6178	6216	6253	6323	6393	6463	6533

*General Government
Miscellaneous and Non-Departmental
Expenditure
Environmental Protection
(excluding solid waste)
Rescue Services
Fines, Forfeitures & service charges
Landlord Tenant Affairs

ALT#4 LO GTH BUDGET

PUBLIC SCHOL SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	11762	5539	3257	2592	3717	3534	4439	4202	4113	4011
MISC.GRANTS TOTAL	24797	26310	19304	11907	13592	9601	17177	21794	24773	16055
TOTAL CAPITL EXP	36559	31849	22561	14499	17309	13135	21616	25996	28886	20066
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	11762	5539	3257	2592	3717	3534	4439	4202	4113	4011
INT. BONDS TOTAL	588	847	983	1079	1226	1356	1524	1671	1803	1921
PRN. BONDS TOTAL	356	541	667	778	930	1083	1271	1462	1660	1864
TOTAL DEBT SERV	944	1388	1650	1858	2156	2439	2796	3133	3463	3785
OPERATING EXPENSES										
TOTAL DEBT SERV	944	1388	1650	1858	2156	2439	2796	3133	3463	3785
TOTL NON DBT EXP	24797	26310	19304	11907	13592	9601	17177	21794	24773	16055
OPERATNG-DBT TOTAL	230611	240334	249673	259257	269082	279132	294243	310160	326923	344577
TOTAL OPR EXPNS	256352	268033	270627	273022	284830	291172	314216	335087	355159	364417
MISC. REVNUE										
TOTAL REVENUES	84309	82119	73948	65387	65907	60750	67993	72281	74929	65881

ALT#4 LO GTH BUDGET

MONT COLLEG4 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	4811	6399	20636	2754	260	0	3525	3549	3499	3446
MISC.GRANTS TOTAL	4019	2557	8873	394	0	0	1647	1658	1635	1610
TOTAL CAPITL EXP	8830	8956	29509	3148	260	0	5172	5207	5134	5056
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	4811	6399	20636	2754	260	0	3525	3549	3499	3446
INT. BONDS TOTAL	241	553	1568	1656	1613	1554	1668	1775	1870	1954
PRN. BONDS TOTAL	146	346	988	1120	1184	1244	1412	1590	1776	1969
TOTAL DEBT SERV	386	900	2555	2776	2797	2797	3080	3365	3646	3922
OPERATING EXPENSES										
TOTAL DEBT SERV	386	900	2555	2776	2797	2797	3080	3365	3646	3922
TOTL NON DBT EXP	4019	2557	8873	394	0	0	1647	1658	1635	1610
OPERATNG-DBT TOTAL	19576	21811	26657	28083	25767	25980	26481	26722	26229	25710
TOTAL OPR EXPNS	23981	25267	38086	31253	28564	28778	31208	31745	31510	31242
MISC. REVNUE										
TOTAL REVENUES	12426	20249	14193	14831	15261	15358	17235	17356	17107	16845

ALT#4 LO GTH BUDGET

OTHER FUNDS4 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	2403	108	0	0	0	0	0	0	0	0
TOTAL CAPITL EXP	2403	108	0	0	0	0	0	0	0	0
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	2403	108	0	0	0	0	0	0	0	0
INT. BONDS TOTAL	120	122	118	114	109	105	100	95	90	84
PRN. BONDS TOTAL	73	80	84	88	92	97	102	107	112	118
TOTAL DEBT SERV	193	201	201	201	201	201	201	201	201	201
OPERATING EXPENSES										
TOTAL DEBT SERV	193	201	201	201	201	201	201	201	201	201
OPERATNG-DBT TOTAL	2377	2424	2471	2518	2565	2612	2746	2881	3015	3149
TOTAL OPR EXPNS	2570	2625	2672	2720	2767	2813	2948	3082	3217	3351
MISC. REVNUE										
TOTAL REVENUES	7377	7777	8178	8578	8979	9378	9864	10351	10837	11323

* SUBURBAN DISTRICT:
LIQUOR PROFITS

ALT#4 LO GTH BUDGET

TRANSPORT R4 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	10668	9633	12111	13330	7965	5624	9984	10093	10209	10321
MISC.GRANTS TOTAL	173936	107209	39596	15835	14490	21304	22498	22489	22820	22971
TOTAL CAPITL EXP	184604	116842	51707	29165	22455	26928	32482	32582	33029	33292
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	10668	9633	12111	13330	7965	5624	9984	10093	10209	10321
INT. BONDS TOTAL	533	999	1574	2189	2514	2706	3103	3485	3852	4201
PRN. BONDS TOTAL	322	629	1027	1481	1796	2056	2461	2890	3344	3825
TOTAL DEBT SERV	855	1628	2600	3670	4310	4762	5564	6375	7196	8026
OPERATING EXPENSES										
TOTAL DEBT SERV	855	1628	2600	3670	4310	4762	5564	6375	7196	8026
TOTL NON DBT EXP	173936	107209	39596	15835	14490	21304	22498	22489	22820	22971
OPERATNG-DBT TOTAL	28875	32052	33002	35315	37164	35988	35470	35766	36980	38788
TOTAL OPR EXPNS	203666	140890	75198	54820	55964	62054	63532	64630	66996	69785
MISC. REVNUE										
TOTAL REVENUES	183159	117620	51118	28312	28330	33487	35682	36960	38407	40042

ALT#4 LO GTH BUDGET

CULTUR+REC. SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	4767	4496	6289	8119	5252	2274	6741	6865	6790	7013
MISC.GRANTS TOTAL	496	1356	1861	109	153	135	140	730	710	94
TOTAL CAPITL EXP	5263	5852	8150	8228	5405	2409	6881	7595	7500	7107
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	4767	4496	6289	8119	5252	2274	6741	6865	6790	7013
INT. BONDS TOTAL	238	456	756	1137	1362	1428	1726	2001	2144	2287
PRN. BONDS TOTAL	144	287	492	762	959	1076	1333	1608	1824	2057
TOTAL DEBT SERV	383	743	1248	1899	2321	2503	3059	3609	3968	4344
OPERATING EXPENSES										
TOTAL DEBT SERV	383	743	1248	1899	2321	2503	3059	3609	3968	4344
TOTL NON DBT EXP	496	1356	1861	109	153	135	140	730	710	94
OPERATNG-DBT TOTAL	8209	8768	9373	10027	10736	11504	12409	13396	14474	15653
TOTAL OPR EXPNS	9088	10867	12481	12035	13209	14143	15608	17735	19152	20091
MISC. REVNUE										
TOTAL REVENUES	333	534	436	437	439	332	476	440	504	390

ALT#4 LO GTH OPERATING BUDGET SUMMARY

	YEAR 1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
INCOME TX R4	76628	80407	84344	88444	92714	97094	101653	106398	111336	116475
TAXS F1 TO 4	14613	15127	15652	16186	16732	17279	17838	18409	18992	19586
L&P R S TAXS	28526	28904	29285	29668	30053	30420	30926	31434	31944	32455
MISTX RV R4	36579	36916	37235	37556	37878	38189	38726	39265	39805	40345
POLICE	-18797	-19050	-19303	-19638	-19892	-20146	-20392	-20639	-20886	-21133
COMDEV+HOUS4	-1483	-1759	-2011	-2163	-1975	-2041	-2308	-2507	-2710	-2918
HEALTH+SOCS4	-19572	-19668	-19772	-19925	-20046	-20142	-20905	-21672	-22036	-22402
SNSC/SOLSTM4	-2982	-4259	-6268	-6399	-6558	-7026	-7226	-7542	-7780	-8094
GENGOV MISC4	-62680	-64283	-65144	-66797	-66727	-66237	-65880	-65348	-65560	-66227
PUBLIC SCHOL	-172042	-185913	-196677	-207634	-218921	-230421	-246222	-262804	-280228	-298535
MONT COLLEG4	-11554	-5017	-23892	-16422	-13302	-13418	-13972	-14388	-14402	-14397
OTHER FUNDS4	4807	5152	5505	5859	6212	6565	6917	7268	7620	7972
TRANSPORT R4	-20506	-23269	-24079	-26507	-27633	-28566	-27850	-27670	-28588	-29742
CULTUR+REC.	-8754	-10332	-12044	-11596	-12769	-13810	-15131	-17294	-18647	-19700
PROPERTY TAX ($ 3.00 PER $ 100)	152203	156749	161323	165925	170557	174907	179288	183699	188141	192615
SURPLUS OR DEFICIT	-5024	-10302	-35855	-33451	-33686	-37361	-44546	-53399	-63009	-73707

Alt. #5 HIGH GROWTH IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($ 100000)	51891	54514	57146	59788	62440	65539	68647	71766	74895	78035
REVENUES EXCEPT PROPERTY TAX - EXPENSES										
($ 1000)	-154387	-175192	-192055	-202626	-210594	-216131	-239691	-260978	-286695	-311514
TAX RATE REQUIRED 1										
($ PER $ 100.)	3.0	3.2	3.4	3.4	3.4	3.3	3.5	3.6	3.8	4.0
* BONDED DEBT										
($ 1000)	310137	382175	411965	438116	435092	428893	433626	462987	479434	494758
BONDING CAPACITY										
($ 1000)	363239	381598	400024	418516	437081	458770	480530	502362	524266	546244
BONDING MARGIN 2										
($ 1000)	53102	-575	-11940	-19599	1989	29877	46905	39375	44832	51486
BONDING MARGIN 1,2										
(% OF CAPACITY)	14.6	-0.2	-3.0	-4.7	0.5	6.5	9.8	7.8	8.6	9.4
SURPLUS OR DEFICIT (ASSUMING $ 3.00 PER $ 100.)										
($ 1000)	1131	-11812	-20787	-23440	-23460	-19711	-33954	-45894	-62233	-77643

1 IF ASTERISKS ARE PRINTED THE TAXABLE VALUE IS ZERO FOR THE YEAR
IE THERE IS NO TAX BASE TO SUPPORT A TAX OR BOND ISSUES

2 A NEGATIVE BONDING MARGIN MEANS THAT THE TAX BASE CANNOT
SUPPORT THE REQUIRED CAPITAL FACILITIES AT THE CURRENT BOND LIMIT
OR THAT BOND LIMITS ARE INAPPLICABLE BECAUSE THE TAX BASE IS NOT PROPERTY

* Does not include MNCPPC and WSSC bonds.

Alt. #5 HIGH GROWTH BUDGET

INCOME TX R5 SUBSYSTEM

TAX&OTHERRVE	YEAR 1	2	3	4	5	6	7	8	9	10
TOTAL REVENUES	78045	83326	88854	94639	100692	107533	114694	122188	130028	138228

Alt. #5 HIGH GROWTH BUDGET

TAXS F1 TO 4 SUBSYSTEM *

TAX&OTHERRVE	YEAR 1	2	3	4	5	6	7	8	9	10
TOTAL REVENUES	15466	16546	17648	18772	19919	21294	22696	24127	25587	27075

* INCLUDES ENERGY, PHONE
AND TRANSFER TAX

Alt. #5 HIGH GROWTH BUDGET

L&P R S TAXS SUBSYSTEM *

TAX&OTHERRVE	YEAR 1	2	3	4	5	6	7	8	9	10
TOTAL REVENUES	28706	29315	29922	32774	33404	34033	35210	37251	38397	39543

*LICENSES & PERMITS:
FEDERAL AND STATE
REVENUE SHARING

Alt. #5 HIGH GROWTH BUDGET

MISTX RV R5 SUBSYSTEM *

TAX&OTHERRVE	YEAR 1	2	3	4	5	6	7	8	9	10
TOTAL REVENUES	36499	37615	38698	39782	40867	42004	43763	45523	47285	49047

* MISCELLANEOUS REVENUE:
HOTEL TAX

Alt. #5 HIGH GROWTH BUDGET

POLICE SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	406	1005	0	0	20	0	0	0	1385	1025
TOTAL CAPITL EXP	406	1005	0	0	20	0	0	0	1385	1025
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	406	1005	0	0	20	0	0	0	1385	1025
INT.BONDS TOTAL	20	70	68	65	64	62	59	56	122	169
PRN.BONDS TOTAL	12	43	45	48	51	53	56	59	104	140
TOTAL DEBT SERV	33	113	113	113	115	115	115	115	226	308
OPERATING EXPENSES										
TOTAL DEBT SERV	33	113	113	113	115	115	115	115	226	308
OPERATING DB TOTAL	19141	19761	20382	21005	21628	22253	23087	23922	24759	25598
TOTAL OPR EXPNS	19173	19874	20495	21118	21743	22368	23202	24037	24985	25906
TAX&OTHERRVE										
TOTAL REVENUES	375	375	374	374	398	397	395	394	392	416

Alt. #5 HIGH GROWTH BUDGET

COMDEV+HOUS5 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	3381	1983	1067	963	456	314	1512	1540	1568	1596
GRANTS&EXDBT TOTAL	1635	2926	1780	881	533	526	1438	1468	1496	1524
TOTAL CAPITL EXP	5016	4909	2847	1844	989	840	2950	3008	3064	3120
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	3381	1983	1067	963	456	314	1512	1540	1568	1596
INT.BONDS TOTAL	168	262	307	345	355	357	418	477	534	590
PRN.BONDS TOTAL	102	166	207	247	273	296	356	421	489	562
TOTAL DEBT SERV	269	428	514	591	628	653	774	898	1024	1152
OPERATING EXPENSES										
TOTAL DEBT SERV	269	428	514	591	628	653	774	898	1024	1152
TOTL NON DBT EXP	1635	2926	1780	881	533	526	1438	1468	1496	1524
OPERATING DB TOTAL	1671	1748	1827	1909	1994	2081	2209	2341	2477	2618
TOTAL OPR EXPNS	3575	5102	4121	3381	3154	3260	4421	4707	4997	5294
TAX&OTHERRVE										
TOTAL REVENUES	2138	3442	2309	1423	1087	1093	2029	2082	2133	2184

Alt. #5 HIGH GROWTH BUDGET

HEALTH+SOCS5 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	0	0	110	715	320	0	1731	1798	1866	1933
GRANTS&EXDBT TOTAL	0	0	0	525	100	0	0	0	0	0
TOTAL CAPITL EXP	0	0	110	1240	420	0	1731	1798	1866	1933
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	0	0	110	715	320	0	1731	1798	1866	1933
INT.BONDS TOTAL	0	0	5	41	56	54	139	224	310	396
PRN.BONDS TOTAL	0	0	3	25	36	38	92	151	215	284
TOTAL DEBT SERV	0	0	9	66	92	92	231	375	525	680
OPERATING EXPENSES										
TOTAL DEBT SERV	0	0	9	66	92	92	231	375	525	680
TOTL NON DBT EXP	0	0	0	525	100	0	0	0	0	0
OPERATING DB TOTAL	35231	36132	37033	37934	38835	39736	41350	42963	44576	46190
TOTAL OPR EXPNS	35231	36132	37042	38525	39027	39828	41581	43338	45101	46870
TAX&OTHERRVE										
TOTAL REVENUES	15658	16058	16459	17384	17360	17660	18377	19094	19812	20529

ALT#5 BUDGET

SNSC/SOLSTM5 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	24136	14817	4550	2042	1801	3306	3047	3047	3047	3047
GRANTS&EXDBT TOTAL	336	1454	1223	1140	995	815	1330	1330	1330	1330
TOTAL CAPITL EXP	24472	16271	5773	3182	2796	4121	4377	4377	4377	4377
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	24136	14817	4550	2042	1801	3306	3047	3047	3047	3047
INT.BONDS TOTAL	1207	1911	2078	2109	2122	2204	2263	2313	2353	2383
PRN.BONDS TOTAL	730	1215	1413	1545	1677	1861	2046	2241	2445	2659
TOTAL DEBT SERV	1937	3126	3491	3655	3799	4064	4309	4553	4798	5042
OPERATING EXPENSES										
TOTAL DEBT SERV	1937	3126	3491	3655	3799	4064	4309	4553	4798	5042
TOTL NON DBT EXP	336	1454	1223	1140	995	815	1330	1330	1330	1330
OPERATING DB TOTAL	6834	7775	10255	24912	25855	26753	27941	29068	30226	31384
TOTAL OPR EXPNS	9107	12354	14969	29707	30649	31633	33580	34952	36354	37757
TAX&OTHERRVE										
TOTAL REVENUES	6143	8068	8554	22989	23788	24374	25889	26894	27900	28905

* STORM WATER AND SOLID WASTE

Alt. #5 HIGH GROWTH BUDGET

GENGOV MISC5 SUBSYSTEM*

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	266615	9230	19871	20067	3383	3383	0	0	13012	13482
GRANTS&EXDBT TOTAL	590	368	0	0	0	0	0	0	0	0
TOTAL CAPITL EXP	267205	9598	19871	20067	3383	3383	0	0	13012	13482
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	266615	9230	19871	20067	3383	3383	0	0	13012	13482
INT.BONDS TOTAL	12114	11730	11870	12001	11264	10519	9611	8701	8465	8254
PRN.BONDS TOTAL	16240	16499	17079	17712	17833	17541	17411	17226	17522	17546
TOTAL DEBT SERV	28354	28229	28950	29712	29098	28060	27022	25927	25987	25800
OPERATING EXPENSES										
TOTAL DEBT SERV	28354	28229	28950	29712	29098	28060	27022	25927	25987	25800
TOTL NON DBT EXP	590	368	0	0	0	0	0	0	0	0
OPERATING DB TOTAL	39736	42393	43582	45187	46381	47551	49148	50604	52126	53523
TOTAL OPR EXPNS	68680	70990	72531	74899	75478	75611	76170	76531	78114	79323
TAX&OTHERRVE										
TOTAL REVENUES	5997	6152	6307	6462	6617	6772	7031	7289	7547	7806

*General Government
Miscellaneous and Non-Departmental
Expenditures
Environmental Protection
(excluding Solid Waste)
Rescue Services
Fines, Forfeitures & Service Charges
Landlord Tenant Affairs

Alt. #5 HIGH GROWTH BUDGET

PUBLIC SCHOL SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	11752	5591	3405	3152	3986	4282	5031	5256	4679	4405
GRANTS&EXDBT TOTAL	25511	30841	24575	16829	18868	12477	30240	39082	37227	29216
TOTAL CAPITL EXP	37263	36432	27980	19981	22854	16759	35271	44338	41906	33621
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	11752	5591	3405	3152	3986	4282	5031	5256	4679	4405
INT.BONDS TOTAL	588	849	993	1116	1276	1442	1636	1832	1987	2117
PRN.BONDS TOTAL	355	542	672	801	962	1140	1349	1575	1795	2018
TOTAL DEBT SERV	943	1392	1665	1918	2238	2581	2985	3407	3782	4136
OPERATING EXPENSES										
TOTAL DEBT SERV	943	1392	1665	1918	2238	2581	2985	3407	3782	4136
TOTL NON DBT EXP	25511	30841	24575	16829	18868	12477	30240	39082	37227	29216
OPERATING DB TOTAL	230611	244099	257662	271971	287067	302995	327928	354776	383678	414787
TOTAL OPR EXPNS	257065	276332	283902	290718	308172	318053	361153	397264	424688	448139
TAX&OTHERRVE										
TOTAL REVENUES	85023	87524	80968	72931	74680	67999	86856	99832	96091	89194

Alt. #5 HIGH GROWTH BUDGET

MONT COLLEGS SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	4811	46399	5136	2754	260	0	3960	28643	4238	4326
GRANTS&EXDBT TOTAL	4019	20557	2073	394	0	0	1850	13135	1980	2020
TOTAL CAPITL EXP	8830	66956	7209	3148	260	0	5810	41778	6218	6346
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	4811	46399	5136	2754	260	0	3960	28643	4238	4326
INT.BONDS TOTAL	241	2553	2732	2780	2695	2592	2681	3994	4036	4068
PRN.BONDS TOTAL	146	1556	1789	1962	2068	2171	2400	3386	3683	3998
TOTAL DEBT SERV	386	4109	4521	4742	4763	4763	5081	7379	7720	8067
OPERATING EXPENSES										
TOTAL DEBT SERV	386	4109	4521	4742	4763	4763	5081	7379	7720	8067
TOTL NON DBT EXP	4019	20557	2073	394	0	0	1850	13135	1980	2020
OPERATING DB TOTAL	19576	22850	29671	32220	30956	32471	34590	36227	37231	38116
TOTAL OPR EXPNS	23981	47516	36266	37356	35719	37235	41521	56741	46930	48202
TAX&OTHERRVE										
TOTAL REVENUES	12535	32048	15708	16871	17792	25293	21322	33365	22674	23123

Alt. #5 HIGH GROWTH BUDGET

OTHER FUNDS5 SUBSYSTEM *

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	2403	108	0	0	0	0	0	0	0	0
TOTAL CAPITL EXP	2403	108	0	0	0	0	0	0	0	0
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	2403	108	0	0	0	0	0	0	0	0
INT.BONDS TOTAL	120	122	118	114	109	105	100	95	90	84
PRN.BONDS TOTAL	73	80	84	88	92	97	102	107	112	118
TOTAL DEBT SERV	193	201	201	201	201	201	201	201	201	201
OPERATING EXPENSES										
TOTAL DEBT SERV	193	201	201	201	201	201	201	201	201	201
OPERATING DB TOTAL	2401	2743	3086	3428	3771	4113	4444	4776	5107	5438
TOTAL OPR EXPNS	2594	2945	3287	3630	3972	4315	4646	4977	5308	5640
TAX&OTHERRVE										
TOTAL REVENUES	7401	8598	9795	10992	12189	13385	14827	16269	17711	19153

* SUBURBAN DISTRICT:
LIQUOR PROFITS

Alt. #5 HIGH GROWTH BUDGET

TRANSPORT R5 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	10668	9633	12111	13330	7965	5629	10524	10930	11336	11741
GRANTS&EXDBT TOTAL	173936	107239	39596	15895	14980	22225	24101	24679	25161	25836
TOTAL CAPITL EXP	184604	116872	51707	29225	22945	27854	34625	35609	36497	37577
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	10668	9633	12111	13330	7965	5629	10524	10930	11336	11741
INT.BONDS TOTAL	533	999	1573	2188	2512	2704	3127	3550	3970	4386
PRN.BONDS TOTAL	323	630	1028	1482	1797	2058	2479	2933	3423	3949
TOTAL DEBT SERV	856	1629	2601	3670	4310	4761	5606	6483	7393	8335
OPERATING EXPENSES										
TOTAL DEBT SERV	856	1629	2601	3670	4310	4761	5606	6483	7393	8335
TOTL NON DBT EXP	173936	107239	39596	15895	14980	22225	24101	24679	25161	25836
OPERATING DB TOTAL	28935	32094	33091	35459	37300	38624	37542	41948	43282	45189
TOTAL OPR EXPNS	203727	140962	75288	55025	56590	65611	67249	73110	75836	79360
TAX&OTHERRVE										
TOTAL REVENUES	183079	117296	50886	28442	28508	34619	37251	39003	40919	43015

Alt. #5 HIGH GROWTH BUDGET

CULTUR+REC. SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO. TOTAL	4047	4224	6289	7720	4425	3134	6455	7794	6957	7208
GRANTS&EXDBT TOTAL	9	109	9	9	9	100	100	200	0	0
TOTAL CAPITL EXP	4056	4333	6298	7729	4434	3234	6555	7994	6957	7208
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	4047	4224	6289	7720	4425	3134	6455	7794	6957	7208
INT.BONDS TOTAL	202	408	719	1084	1273	1394	1667	2017	2315	2585
PRN.BONDS TOTAL	102	221	427	682	851	993	1238	1548	1853	2165
TOTAL DEBT SERV	304	630	1147	1766	2125	2387	2905	3565	4167	4750
OPERATING EXPENSES										
TOTAL DEBT SERV	304	630	1147	1766	2125	2387	2905	3565	4167	4750
TOTL NON DBT EXP	9	109	9	9	9	100	100	200	0	0
OPERATING DB TOTAL	8338	9049	9828	10683	11622	12652	13984	15461	17099	18916
TOTAL OPR EXPNS	8650	9787	10984	12458	13755	15139	16989	19226	21266	23666
TAX&OTHERRVE										
TOTAL REVENUES	333	441	349	357	366	466	480	595	410	425

Alt. #5 HIGH GROWTH OPERATING BUDGET SUMMARY

	YEAR 1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
INCOME TX R5	78045	83326	88854	94639	100692	107533	114694	122188	130028	138228
TAXS F1 TO 4	15466	16546	17648	18772	19919	21294	22696	24127	25587	27075
L&P R S TAXS	28706	29315	29922	32774	33404	34033	35210	37251	38397	39543
MISTX RV R5	36499	37615	38698	39782	40867	42004	43763	45523	47285	49047
POLICE	-18797	-19498	-20120	-20743	-21344	-21970	-22805	-23642	-24592	-25489
COMDEV+HOUS5	-1436	-1659	-1811	-1958	-2066	-2165	-2391	-2624	-2863	-3109
HEALTH+SOCS5	-19572	-20073	-20582	-21140	-21666	-22167	-23202	-24243	-25289	-26340
SNSC/SOLSTM5	-2963	-4285	-6414	-6717	-6860	-7258	-7690	-8057	-8453	-8850
GENGOV MISC5	-62682	-64837	-66223	-68436	-68859	-68837	-69138	-69241	-70565	-71516
PUBLIC SCHOL	-172041	-188806	-202933	-217785	-233491	-250053	-274296	-297431	-328595	-358943
MONT COLLEG5	-11445	-15467	-20557	-20484	-17926	-11941	-20198	-23375	-24255	-25078
OTHER FUNDS5	4807	5653	6507	7362	8216	9070	10181	11292	12403	13514
TRANSPORT R5	-20647	-23665	-24401	-26582	-28081	-30991	-29997	-34106	-34915	-36344
CULTUR+REC.	-8317	-9345	-10633	-12100	-13388	-14673	-16508	-18630	-20855	-23240
PROPERTY TAX ($ 3.00 PER $ 100)	155518	163379	171267	179185	187133	196419	205736	215083	224461	233871
SURPLUS OR DEFICIT	1131	-11812	-20787	-23440	-23460	-19711	-33954	-45892	-62231	-77640

FIRE STATIONS

FIRE ST AL#1 IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($10000000)	515	537	559	581	603	626	652	678	704	730
REVENUES EXCEPT TAX RATE EQV - EXPENSES										
($1000)	-12537	-13631	-14808	-16065	-17408	-18916	-20597	-22392	-24313	-26364
TAX RATE REQUIRED 1										
(¢ PER $ 100.)	24.3	25.4	26.5	27.7	28.9	30.2	31.6	33.0	34.5	36.1
BONDED DEBT										
($ 1000)	2240	3679	4420	4791	5842	5605	6495	6197	6212	7821

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SURPLUS OR DEFICIT (ASSUMING $24.35 PER $ 100.)										
($1000)	0	-565	-1205	-1924	-2726	-3681	-4728	-5889	-7170	-8580

1 IF ASTERISKS ARE PRINTED THE TAXABLE VALUE IS ZERO FOR THE YEAR
IE THERE IS NO TAX BASE TO SUPPORT A TAX OR BOND ISSUES

2 A NEGATIVE BONDING MARGIN MEANS THAT THE TAX BASE CANNOT
SUPPORT THE REQUIRED CAPITAL FACILITIES AT THE CURRENT BOND LIMIT
OR THAT BOND LIMITS ARE INAPPLICABLE BECAUSE THE TAX BASE IS NOT PROPERTY

FIRE ST AL#1 BUDGET

FIRE1 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO.										
FIRE/RES F12	1422	1059	375	353	432	0	1174	0	338	836
FIRE/RES F34	888	500	520	196	844	0	0	0	0	1174
TOTAL	2310	1559	895	549	1276	0	1174	0	338	2010
TOTAL CAPITL EXP	2310	1559	895	549	1276	0	1174	0	338	2010
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	2310	1559	895	549	1276	0	1174	0	338	2010
INT.BONDS										
FIRE/RES F12	71	122	137	150	166	160	212	203	211	242
FIRE/RES F34	44	68	92	99	137	132	127	122	116	169
TOTAL	115	190	229	248	303	292	339	325	327	411
PRN.BONDS										
FIRE/RES F12	43	77	92	108	126	132	175	183	203	238
FIRE/RES F34	27	43	61	70	99	104	109	115	121	162
TOTAL	70	121	154	178	225	237	284	298	323	400
DEBT SERVICE										
FIRE/RES F12	114	199	229	258	292	292	386	386	413	481
FIRE/RES F34	71	111	153	169	237	237	237	237	237	331
TOTAL DEBT SERV	185	310	382	426	529	529	623	623	650	811
OPERATING EXPENSES										
TOTAL DEBT SERV	185	310	382	426	529	529	623	623	650	811
OPERATNG-DBT										
FIRE/RES F12	11345	12264	13245	14291	15407	16758	18203	19745	21393	23152
FIRE/RES F34	1192	1367	1563	1774	2002	2158	2394	2646	2920	3213
TOTAL	12537	13631	14808	16065	17408	18916	20597	22392	24313	26364
TOTAL OPR EXPNS	12722	13941	15190	16491	17937	19445	21220	23015	24963	27176

	YEAR									
	1	2	3	4	5	6	7	8	9	10
GERERAL FUND										
FIRE/RES F12	114	199	229	258	292	292	386	386	413	481
FIRE/RES F34	71	111	153	169	237	237	237	237	237	331
TOTAL REVENUES	185	310	382	426	529	529	623	623	650	811

ASTERISKS PRINTED IN PLACE OF RESULTS THAT WERE TO BE RELATED TO THE DEMAND IMPLY THAT THE TOTAL DEMAND WAS ZERO FOR THE INDICATED YEARS. ASTERISKS PRINTED ELSEWHERE IMPLY THAT THE RESULTS ARE GREATER THAN 10 BILLION

THE LAST DIGIT OF TOTALS MAY APPEAR TO BE INCORRECT BECAUSE OF ROUNDING ERRORS

FIRE ST AL#1 OPERATING BUDGET SUMMARY

	YEAR									
	1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
FIRE1	-12536	-13630	-14807	-16064	-17407	-18915	-20596	-22391	-24312	-26363
TAX RATE EQV ($ 24.35 PER $ 100)	12540	13065	13602	14140	14681	15234	15868	16502	17142	17783
SURPLUS OR DEFICIT	3	-565	-1205	-1924	-2726	-3681	-4728	-5889	-7170	-8580

FIRE ST AL#2 IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($10000000)	515	538	561	583	606	632	659	685	712	738
REVENUES EXCEPT TAX RATE EQV - EXPENSES										
($ 1000)	-12566	-13706	-14925	-16229	-17622	-19248	-20988	-22848	-24837	-26962
TAX RATE REQUIRED 1										
(¢ PER $ 100.)	24.4	25.5	26.6	27.8	29.1	30.4	31.9	33.3	34.9	36.5
BONDED DEBT										
($ 1000)	2192	3632	4375	4721	5312	5094	6002	6052	6887	8481

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SURPLUS OR DEFICIT (ASSUMING $24.35 PER $ 100.)										
($1000)	-18	-608	-1275	-2024	-2860	-3847	-4945	-6162	-7504	-8979

1 IF ASTERISKS ARE PRINTED THE TAXABLE VALUE IS ZERO FOR THE YEAR
IE THERE IS NO TAX BASE TO SUPPORT A TAX OR BOND ISSUES

2 A NEGATIVE BONDING MARGIN MEANS THAT THE TAX BASE CANNOT
SUPPORT THE REQUIRED CAPITAL FACILITIES AT THE CURRENT BOND LIMIT
OR THAT BOND LIMITS ARE INAPPLICABLE BECAUSE THE TAX BASE IS NOT PROPERTY

FIRE ST AL#2 BUDGET

FIRE 2 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO.										
FIRE/RES F12	1422	1059	375	353	432	0	1174	338	1174	836
FIRE/RES F34	838	500	520	169	367	0	0	0	0	1174
TOTAL	2260	1559	895	522	799	0	1174	338	1174	2010
TOTAL CAPITL EXP	2260	1559	895	522	799	0	1174	338	1174	2010
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	2260	1559	895	522	799	0	1174	338	1174	2010
INT.BONDS										
FIRE/RES F12	71	122	137	150	166	160	212	220	269	299
FIRE/RES F34	42	66	90	95	110	106	102	97	92	146
TOTAL	113	188	226	245	276	266	313	317	361	445
PRN.BONDS										
FIRE/RES F12	43	77	92	108	126	132	175	194	239	276
FIRE/RES F34	25	42	60	68	82	86	91	95	100	140
TOTAL	68	119	152	175	208	219	265	289	339	416
DEBT SERVICE										
FIRE/RES F12	114	199	229	258	292	292	386	413	508	575
FIRE/RES F34	67	107	149	163	192	192	192	192	192	286
TOTAL DEBT SERV	181	306	378	420	484	484	578	606	700	861
OPERATING EXPENSES										
TOTAL DEBT SERV	181	306	378	420	484	484	578	606	700	861
OPERATNG-DBT										
FIRE/RES F12	11407	12393	13447	14573	15776	17231	18788	20452	22231	24132
FIRE/RES F34	1159	1312	1477	1655	1846	2017	2200	2396	2606	2830
TOTAL	12566	13706	14925	16229	17622	19248	20988	22848	24837	26962
TOTAL OPR EXPNS	12747	14012	15303	16649	18106	19732	21566	23454	25537	27823

FIRE ST AL#2 OPERATING BUDGET SUMMARY

	YEAR 1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM FIRE 2	-12565	-13705	-14924	-16228	-17621	-19247	-20987	-22847	-24836	-26961
TAX RATE EQV ($ 24.35 PER $ 100)	12547	13097	13649	14204	14761	15400	16042	16686	17332	17982
SURPLUS OR DEFICIT	-18	-608	-1275	-2024	-2860	-3847	-4945	-6161	-7504	-8979

FIRE ST AL#3 IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($10000000)	516	538	561	584	607	634	660	687	713	740
REVENUES EXCEPT TAX RATE EQV - EXPENSES										
($1000)	-12523	-13617	-14785	-16034	-17367	-18905	-20550	-22307	-24185	-26189
TAX RATE REQUIRED 1										
(¢ PER $ 100.)	24.3	25.3	26.3	27.4	28.6	29.8	31.1	32.5	33.9	35.4
BONDED DEBT										
($ 1000)	3379	5108	6938	8030	8960	8596	9353	9243	9911	10191

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SURPLUS OR DEFICIT (ASSUMING $24.35 PER $ 100.)										
($1000)	30	-506	-1116	-1804	-2574	-3471	-4472	-5583	-6811	-8164

1 IF ASTERISKS ARE PRINTED THE TAXABLE VALUE IS ZERO FOR THE YEAR
IE THERE IS NO TAX BASE TO SUPPORT A TAX OR BOND ISSUES

2 A NEGATIVE BONDING MARGIN MEANS THAT THE TAX BASE CANNOT
SUPPORT THE REQUIRED CAPITAL FACILITIES AT THE CURRENT BOND LIMIT
OR THAT BOND LIMITS ARE INAPPLICABLE BECAUSE THE TAX BASE IS NOT PROPERTY

FIRE ST AL#3 BUDGET

FIRE R3 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO.										
FIRE/RES F12	1422	1059	375	353	432	0	1174	0	338	836
FIRE/RES F34	2062	838	1694	1032	844	0	0	338	836	0
TOTAL	3484	1897	2069	1385	1276	0	1174	338	1174	836
TOTAL CAPITL EXP	3484	1897	2069	1385	1276	0	1174	338	1174	836
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	3484	1897	2069	1385	1276	0	1174	338	1174	836
INT.BONDS										
FIRE/RES F12	71	122	137	150	166	160	212	203	211	242
FIRE/RES F34	103	142	222	266	299	288	277	281	310	295
TOTAL	174	264	359	416	465	448	489	485	521	537
PRN.BONDS										
FIRE/RES F12	43	77	92	108	126	132	175	183	203	238
FIRE/RES F34	62	91	147	185	220	231	242	265	303	319
TOTAL	105	168	239	293	346	363	417	448	506	557
DEBT SERVICE										
FIRE/RES F12	114	199	229	258	292	292	386	386	413	481
FIRE/RES F34	165	233	369	451	519	519	519	546	613	613
TOTAL DEBT SERV	280	432	598	709	811	811	906	933	1027	1094
OPERATING EXPENSES										
TOTAL DEBT SERV	280	432	598	709	811	811	906	933	1027	1094
OPERATNG-DBT										
FIRE/RES F12	11291	12151	13068	14045	15085	16315	17629	19030	20524	22117
FIRE/RES F34	1233	1465	1717	1989	2283	2590	2921	3277	3661	4072
TOTAL	12523	13617	14785	16034	17367	18905	20550	22307	24185	26189
TOTAL OPR EXPNS	12803	14048	15383	16743	18179	19717	21456	23240	25212	27283

	YEAR									
	1	2	3	4	5	6	7	8	9	10
GERERAL FUND										
FIRE/RES F12	114	199	229	258	292	292	386	386	413	481
FIRE/RES F34	165	233	369	451	519	519	519	546	613	613
TOTAL REVENUES	280	432	598	709	811	811	906	933	1027	1094

ASTERISKS PRINTED IN PLACE OF RESULTS THAT WERE TO BE RELATED TO THE DEMAND IMPLY THAT THE TOTAL DEMAND WAS ZERO FOR THE INDICATED YEARS. ASTERISKS PRINTED ELSEWHERE IMPLY THAT THE RESULTS ARE GREATER THAN 10 BILLION

THE LAST DIGIT OF TOTALS MAY APPEAR TO BE INCORRECT BECAUSE OF ROUNDING ERRORS

FIRE ST AL#3 OPERATING BUDGET SUMMARY

	YEAR									
	1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
FIRE R3	-12522	-13616	-14784	-16033	-17366	-18904	-20549	-22306	-24184	-26188
TAX RATE EQV (¢ 24.35 PER $ 100)	12553	13109	13668	14229	14792	15433	16077	16724	17373	18025
SURPLUS OR DEFICIT	30	-507	-1116	-1804	-2574	-3471	-4472	-5582	-6811	-8163

FIRE ST AL#4 IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($10000000)	508	523	538	554	569	584	598	613	628	643
REVENUES EXCEPT TAX RATE EQV - EXPENSES										
($1000)	-12354	-13264	-14232	-15263	-16360	-17513	-18739	-20044	-21431	-22906
TAX RATE REQUIRED 1										
(¢ PER $ 100.)	24.3	25.4	26.4	27.6	28.7	30.0	31.3	32.7	34.1	35.6
BONDED DEBT										
($1000.)	2192	3632	4375	4721	5312	5094	6002	5724	5432	6263

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SURPLUS OR DEFICIT (ASSUMING $24.35 PER $ 100.)										
($1000)	12	-527	-1124	-1781	-2502	-3301	-4172	-5117	-6144	-7255

1 IF ASTERISKS ARE PRINTED THE TAXABLE VALUE IS ZERO FOR THE YEAR
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FIRE ST AL#4 BUDGET

FIRE SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO.										
FIRE/RESUF34	838	500	520	169	367	0	0	0	0	1174
FIRE/RESF1-2	1422	1059	375	353	432	0	1174	0	0	0
TOTAL	2260	1559	895	522	799	0	1174	0	0	1174
TOTAL CAPITL EXP	2260	1559	895	522	799	0	1174	0	0	1174
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	2260	1559	895	522	799	0	1174	0	0	1174
INT.BONDS										
FIRE/RESUF34	42	66	90	95	110	106	102	97	92	146
FIRE/RESF1-2	71	122	137	150	166	160	212	203	194	184
TOTAL	113	188	226	245	276	266	313	300	286	330
PRN.BONDS										
FIRE/RESUF34	25	42	60	68	82	86	91	95	100	140
FIRE/RESF1-2	43	77	92	108	126	132	175	183	192	202
TOTAL	68	119	152	175	208	219	265	278	292	342
DEBT SERVICE										
FIRE/RESUF34	67	107	149	163	192	192	192	192	192	286
FIRE/RESF1-2	114	199	229	258	292	292	386	386	386	386
TOTAL DEBT SERV	181	306	378	420	484	484	578	578	578	673
OPERATING EXPENSES										
TOTAL DEBT SERV	181	306	378	420	484	484	578	578	578	673
OPERATNG-DBT										
FIRE/RESUF34	1167	1328	1503	1690	1892	2079	2280	2495	2726	2973
FIRE/RESF1-2	11187	11935	12729	13573	14468	15434	16459	17548	18705	19933
TOTAL	12354	13264	14232	15263	16360	17513	18739	20044	21431	22906
TOTAL OPR EXPNS	12536	13570	14610	15683	16845	17997	19318	20622	22009	23578

	YEAR									
	1	2	3	4	5	6	7	8	9	10
GERERAL FUND										
FIRE/RESUF34	67	107	149	163	192	192	192	192	192	286
FIRE/RESF1-2	114	199	229	258	292	292	386	386	386	386
TOTAL REVENUES	181	306	378	420	484	484	578	578	578	673

ASTERISKS PRINTED IN PLACE OF RESULTS THAT WERE TO BE RELATED TO THE DEMAND IMPLY THAT THE TOTAL DEMAND WAS ZERO FOR THE INDICATED YEARS. ASTERISKS PRINTED ELSEWHERE IMPLY THAT THE RESULTS ARE GREATER THAN 10 BILLION

THE LAST DIGIT OF TOTALS MAY APPEAR TO BE INCORRECT BECAUSE OF ROUNDING ERRORS

FIRE ST AL#4 OPERATING BUDGET SUMMARY

	YEAR									
	1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
FIRE	-12353	-13263	-14231	-15262	-16359	-17512	-18738	-20043	-21430	-22905
TAX RATE EQV ($24.35 PER $ 100)	12366	12735	13107	13481	13857	14211	14567	14925	15286	15650
SURPLUS OR DEFICIT	12	-528	-1124	-1781	-2502	-3301	-4171	-5118	-6144	-7255

FIRE ST AL#5 IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($10000000)	519	545	571	598	624	655	686	718	749	780
REVENUES EXCEPT TAX RATE EQV - EXPENSES										
($1000)	-12626	-13830	-15120	-16500	-17977	-19641	-21422	-23326	-25362	-27537
TAX RATE REQUIRED 1										
(¢ PER $ 100.)	24.3	25.4	26.5	27.6	28.8	30.0	31.2	32.5	33.9	35.3
BONDED DEBT										
($1000)	3379	5108	6938	8030	8960	8596	9353	9571	11039	11281

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SURPLUS OR DEFICIT (ASSUMING $24.35 PER $ 100.)										
($1000)	10	-555	-1204	-1941	-2772	-3682	-4705	-5850	-7124	-8535

1 IF ASTERISKS ARE PRINTED THE TAXABLE VALUE IS ZERO FOR THE YEAR
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FIRE ST AL#5 BUDGET

FIRE5 SUBSYSTEM

	YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES										
CAP.IMP.PRO.										
FIRE/REV F12	1422	1059	375	353	432	0	1174	338	1174	836
FIRE/REV F34	2062	838	1694	1032	844	0	0	338	836	0
TOTAL	3484	1897	2069	1385	1276	0	1174	676	2010	836
TOTAL CAPITL EXP	3484	1897	2069	1385	1276	0	1174	676	2010	836
GENERAL OBLIGATION INDEBTEDNESS										
TOTAL GENOBL EXP	3484	1897	2069	1385	1276	0	1174	676	2010	836
INT.BONDS										
FIRE/REV F12	71	122	137	150	166	160	212	220	269	299
FIRE/REV F34	103	142	222	266	299	288	277	281	310	295
TOTAL	174	264	359	416	465	448	489	501	579	594
PRN.BONDS										
FIRE/REV F12	43	77	92	108	126	132	175	194	239	276
FIRE/REV F34	62	91	147	185	220	231	242	265	303	319
TOTAL	105	168	239	293	346	363	417	458	542	594
DEBT SERVICE										
FIRE/REV F12	114	199	229	258	292	292	386	413	508	575
FIRE/REV F34	165	233	369	451	519	519	519	546	613	613
TOTAL DEBT SERV	280	432	598	709	811	811	906	960	1121	1188
OPERATING EXPENSES										
TOTAL DEBT SERV	280	432	598	709	811	811	906	960	1121	1188
OPERATNG-DBT										
FIRE/REV F12	11405	12389	13441	14565	15765	17034	18387	19831	21369	23009
FIRE/REV F34	1221	1441	1678	1935	2212	2608	3035	3496	3993	4528
TOTAL	12626	13830	15120	16500	17977	19641	21422	23326	25362	27537
TOTAL OPR EXPNS	12905	14262	15718	17209	18788	20453	22328	24286	26483	28726

	YEAR									
	1	2	3	4	5	6	7	8	9	10
GERERAL FUND										
FIRE/REV F12	114	199	229	258	292	292	386	413	508	575
FIRE/REV F34	165	233	369	451	519	519	519	546	613	613
TOTAL REVENUES	280	432	598	709	811	811	906	960	1121	1188

ASTERISKS PRINTED IN PLACE OF RESULTS THAT WERE TO BE RELATED TO THE DEMAND IMPLY THAT THE TOTAL DEMAND WAS ZERO FOR THE INDICATED YEARS. ASTERISKS PRINTED ELSEWHERE IMPLY THAT THE RESULTS ARE GREATER THAN 10 BILLION

THE LAST DIGIT OF TOTALS MAY APPEAR TO BE INCORRECT BECAUSE OF ROUNDING ERRORS

FIRE ST AL#5 OPERATING BUDGET SUMMARY

	YEAR									
	1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
FIRE5	-12625	-13829	-15119	-16499	-17976	-19640	-21421	-23325	-25361	-27536
TAX RATE EQV (¢24.35 PER $ 100)	12635	13274	13915	14558	15204	15959	16716	17475	18237	19001
SURPLUS OR DEFICIT	9	-555	-1204	-1941	-2772	-3681	-4705	-5850	-7124	-8535

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

MNCPPC ALT#1 IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($ 1000000	4558	4747	4940	5134	5329	5529	5758	5988	6219	6451
REVENUES EXCEPT PROP. TAX - EXPENSES										
($ 1000)	-14038	-15082	-16560	-17377	-18489	-19328	-20579	-21871	-23233	-24636
TAX RATE REQUIRED 1										
(¢ PER $ 100)	31	32	34	34	35	35	36	37	37	38
BONDED DEBT										
($1000)	51832	58050	69945	74582	83130	90292	99028	107669	117599	127804

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SURPLUS OR DEFICIT (ASSUMING $ 3.08 PER $ 100.)										
($1000)	0	-437	-1319	-1538	-2049	-2269	-2813	-3398	-4046	-4733

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MNCPPC ALT#1 BUDGET

MNCPPC R1 SUBSYSTEM

		YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES											
CAP.IMP.PRO.											
PARKS	F1	3650	594	840	48	220	0	1238	1062	2275	2500
PARKS	F2	1793	1025	1618	310	1382	185	1177	1213	1250	1286
PARKS	F3	1058	398	2702	880	2222	779	1801	1890	1978	2066
PARKS	F4	73	192	222	154	160	0	155	163	171	179
PKS.CY.WD	F5	47390	6253	8938	5767	7277	8908	7327	7566	7803	8042
TOTAL		53964	8462	14320	7159	11261	9872	11698	11894	13477	14073
TOTAL CAPITL EXP		53964	8462	14320	7159	11261	9872	11698	11894	13477	14073
GENERAL OBLIGATION INDEBTEDNESS											
TOTAL GENOBL EXP		53964	8462	14320	7159	11261	9872	11698	11894	13477	14073
INT.BONDS											
PARKS	F1	182	207	242	236	238	229	281	321	420	527
PARKS	F2	90	138	215	223	284	283	331	378	425	470
PARKS	F3	53	71	204	242	345	372	448	525	603	682
PARKS	F4	4	13	24	31	38	36	43	49	56	62
PKS.CY.WD	F5	2160	2360	2685	2834	3049	3332	3519	3705	3889	4068
TOTAL		2488	2789	3370	3566	3953	4252	4621	4979	5393	5809
PRN.BONDS											
PARKS	F1	110	134	166	176	191	201	248	293	376	471
PARKS	F2	54	88	141	158	207	223	270	320	374	432
PARKS	F3	32	46	130	163	238	274	342	416	497	584
PARKS	F4	2	8	15	21	27	28	34	41	48	56
PKS.CY.WD	F5	1933	1968	1973	2005	2050	1985	2067	2183	2253	2326
TOTAL		2132	2244	2425	2522	2713	2710	2961	3253	3547	3868
DEBT SERVICE											
PARKS	F1	293	341	408	412	429	429	529	614	797	997
PARKS	F2	144	226	356	381	492	507	601	698	799	902
PARKS	F3	85	117	334	404	583	645	790	941	1100	1266
PARKS	F4	6	21	39	51	64	64	77	90	104	118
PKS.CY.WD	F5	4093	4328	4658	4839	5099	5317	5586	5889	6141	6394
TOTAL DEBT SERV		4620	5033	5795	6088	6667	6962	7582	8232	8940	9677

	YEAR 1	2	3	4	5	6	7	8	9	10
OPERATING EXPENSES										
TOTAL DEBT SERV	4620	5033	5795	6088	6667	6962	7582	8232	8940	9677
OPERATNG-DBT										
PARKS F1	5868	5960	6052	6146	6241	6338	6577	6821	7069	7322
PARKS F2	4304	4510	4720	4934	5152	5374	5605	5840	6079	6323
PARKS F3	1197	1394	1596	1801	2011	2224	2364	2507	2652	2800
PARKS F4	493	521	550	579	608	638	679	721	764	807
TOTAL	11862	12385	12917	13460	14012	14574	15225	15889	16564	17253
TOTAL OPR EXPNS	16482	17418	18712	19547	20679	21537	22808	24121	25505	26929
L.A.TX&OTHRV										
PKS.CY.WD F5	2445	2335	2153	2171	2189	2209	2229	2250	2271	2294
TOTAL REVENUES	2445	2335	2153	2171	2189	2209	2229	2250	2271	2294

MNCPPC ALT#1 OPERATING BUDGET SUMMARY

	YEAR 1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
MNCPPC R1	-14037	-15081	-16559	-17376	-18488	-19327	-20578	-21870	-23232	-24635
PROP. TAX ($ 30.8 PER $ 100)	14061	14644	15240	15838	16439	17058	17764	18472	19187	19902
SURPLUS OR DEFICIT	23	-437	-1319	-1538	-2049	-2269	-2814	-3398	-4045	-4733

MNCPPC ALT#2 BUDGET

MNCPPC R2 SUBSYSTEM

		YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES											
CAP.IMP.PRO.											
PARKS	F1	3650	594	840	48	220	0	1262	1088	2303	2528
PARKS	F2	1793	1025	1618	310	1382	185	1203	1254	1305	1356
PARKS	F3	1058	398	2702	880	2222	779	1621	1650	1681	1710
PARKS	F4	73	192	222	154	160	0	154	161	168	176
PKS.CY.WD	F5	47390	6253	8938	5767	7277	8908	7327	7566	7803	8042
TOTAL		53964	8462	14320	7159	11261	9872	11567	11719	13260	13812
TOTAL CAPITL EXP		53964	8462	14320	7159	11261	9872	11567	11719	13260	13812
GENERAL OBLIGATION INDEBTEDNESS											
TOTAL GENOBL EXP		53964	8462	14320	7159	11261	9872	11567	11719	13260	13812
INT.BONDS											
PARKS	F1	182	207	242	236	238	229	282	324	424	532
PARKS	F2	90	138	215	223	284	283	332	381	430	479
PARKS	F3	53	71	204	242	345	372	439	505	569	630
PARKS	F4	4	13	24	31	38	36	43	49	55	62
PKS.CY.WD	F5	2160	2360	2685	2834	3049	3332	3519	3705	3889	4068
TOTAL		2488	2789	3370	3566	3953	4252	4614	4964	5367	5771
PRN.BONDS											
PARKS	F1	110	134	166	176	191	201	249	294	379	474
PARKS	F2	54	88	141	158	207	223	271	322	378	438
PARKS	F3	32	46	130	163	238	274	336	403	474	549
PARKS	F4	2	8	15	21	27	28	34	40	48	55
PKS.CY.WD	F5	1933	1968	1973	2005	2050	1985	2067	2183	2253	2326
TOTAL		2132	2244	2425	2522	2713	2710	2957	3243	3531	3843
DEBT SERVICE											
PARKS	F1	293	341	408	412	429	429	531	618	803	1006
PARKS	F2	144	226	356	381	492	507	603	704	808	917
PARKS	F3	85	117	334	404	583	645	775	908	1042	1180
PARKS	F4	6	21	39	51	64	64	77	90	103	117
PKS.CY.WD	F5	4093	4328	4658	4839	5099	5317	5586	5889	6141	6394
TOTAL DEBT SERV		4620	5033	5795	6088	6667	6962	7572	8207	8898	9614

MNCPPC ALT#2 IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($ 1000000)	4561	4760	4959	5159	5360	5592	5825	6058	6293	6528
REVENUES EXCEPT PROP. TAX - EXPENSES										
($1000)	-14038	-15083	-16561	-17379	-18493	-19332	-20573	-21851	-23197	-24579
TAX RATE REQUIRED 1										
(¢ PER $ 100)	31	32	32	34	34	35	35	36	37	38
BONDED DEBT										
($1000)	51832	58050	69945	74582	83130	90292	98901	107377	117106	127075

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SURPLUS OR DEFICIT (ASSUMING $ 3.08 PER $ 100.)										
($1000)	33	-399	-1262	-1462	-1955	-2080	-2603	-3160	-3782	-4438

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	YEAR									
	1	2	3	4	5	6	7	8	9	10
OPERATING EXPENSES										
TOTAL DEBT SERV	4620	5033	5795	6088	6667	6962	7572	8207	8898	9614
OPERATNG-DBT										
PARKS F1	5868	6005	6143	6284	6427	6573	6825	7083	7345	7612
PARKS F2	4304	4536	4773	5014	5260	5511	5815	6125	6442	6764
PARKS F3	1197	1321	1448	1578	1710	1844	1899	1954	2010	2067
PARKS F4	493	523	553	583	614	646	684	724	763	804
TOTAL	11862	12385	12917	13459	14012	14574	15224	15886	16561	17248
TOTAL OPR EXPNS	16482	17417	18712	19547	20678	21536	22795	24093	25459	26862
L.A.TX&OTHRV										
PKS.CY.WD F5	2445	2334	2151	2168	2185	2204	2222	2242	2262	2283
TOTAL REVENUES	2445	2334	2151	2168	2185	2204	2222	2242	2262	2283

MNCPPC ALT#2 OPERATING BUDGET SUMMARY

	YEAR									
	1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
MNCPPC R2	-14037	-15082	-16560	-17378	-18492	-19331	-20572	-21850	-23196	-24577
PROP. TAX ($ 30.8 PER $ 100)	14071	14683	15298	15916	16537	17252	17969	18690	19413	20139
SURPLUS OR DEFICIT	33	-399	-1262	-1462	-1955	-2079	-2603	-3160	-3783	-4438

MNCPPC ALT#3 IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($ 100 0000	4562	4762	4962	5163	5365	5596	5828	6060	6294	6528
REVENUES EXCEPT PROP. TAX - EXPENSES										
($ 1000)	-14038	-15081	-16556	-17371	-18482	-19318	-20574	-21874	-23246	-24661
TAX RATE REQUIRED 1										
(¢ PER $ 100)	31	32	33	34	34	35	35	36	37	38
BONDED DEBT										
($1 000)	51832	58050	69945	74587	83130	90292	99121	107883	117962	128341

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SURPLUS OR DEFICIT (ASSUMING $ 3.08 PER $ 100.)										
($1 000)	36	-390	-1247	-1442	-1929	-2053	-2595	-3177	-3829	-4521

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OR THAT BOND LIMITS ARE INAPPLICABLE BECAUSE THE TAX BASE IS NOT PROPERTY

MNCPPC ALT#3 BUDGET

MNCPPC R3 SUBSYSTEM

		YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES											
CAP.IMP.PRO.											
PARKS	F1	3650	594	840	48	220	0	1232	1050	2259	2476
PARKS	F2	1793	1025	1618	310	1382	185	1135	1166	1198	1230
PARKS	F3	1058	398	2702	880	2222	779	1943	2074	2205	2337
PARKS	F4	73	192	222	154	160	0	156	164	171	178
PKS.CY.WD	F5	47390	6253	8938	5767	7277	8908	7328	7567	7806	8044
TOTAL		53964	8462	14320	7159	11261	9872	11794	12021	13639	14265
TOTAL CAPITL EXP		53964	8462	14320	7159	11261	9872	11794	12021	13639	14265
GENERAL OBLIGATION INDEBTEDNESS											
TOTAL GENOBL EXP		53964	8462	14320	7159	11261	9872	11794	12021	13639	14265
INT.BONDS											
PARKS	F1	182	207	242	236	238	229	280	320	419	524
PARKS	F2	90	138	215	223	284	283	329	374	418	461
PARKS	F3	53	71	204	242	345	372	455	541	630	722
PARKS	F4	4	13	24	31	38	36	43	49	56	62
PKS.CY.WD	F5	2160	2360	2685	2834	3049	3332	3519	3705	3889	4068
TOTAL		2488	2789	3370	3566	3953	4252	4626	4990	5412	5837
PRN.BONDS											
PARKS	F1	110	134	166	176	191	201	248	292	375	469
PARKS	F2	54	88	141	158	207	223	269	318	370	425
PARKS	F3	32	46	130	163	238	274	346	426	514	610
PARKS	F4	2	8	15	21	27	28	34	41	48	56
PKS.CY.WD	F5	1933	1968	1973	2005	2050	1985	2067	2183	2253	2326
TOTAL		2132	2244	2425	2522	2713	2710	2964	3260	3559	3886
DEBT SERVICE											
PARKS	F1	293	341	408	412	429	429	528	613	794	993
PARKS	F2	144	226	356	381	492	507	598	691	787	886
PARKS	F3	85	117	334	404	583	645	801	967	1144	1332
PARKS	F4	6	21	39	51	64	64	77	90	104	118
PKS.CY.WD	F5	4093	4328	4658	4839	5099	5317	5586	5889	6142	6394
TOTAL DEBT SERV		4620	5033	5795	6088	6667	6962	7590	8250	8971	9723

	YEAR									
	1	2	3	4	5	6	7	8	9	10
OPERATING EXPENSES										
TOTAL DEBT SERV	4620	5033	5795	6088	6667	6962	7590	8250	8971	9723
OPERATNG-DBT										
PARKS F1	5868	5949	6030	6113	6197	6282	6473	6668	6866	7068
PARKS F2	4304	4441	4581	4723	4867	5014	5214	5417	5623	5834
PARKS F3	1197	1471	1751	2037	2329	2627	2847	3073	3302	3537
PARKS F4	493	524	555	587	620	653	692	733	774	816
TOTAL	11862	12385	12918	13460	14013	14575	15226	15890	16566	17254
TOTAL OPR EXPNS	16482	17418	18712	19548	20679	21537	22816	24140	25537	26977
L.A.TX&OTHRV										
PKS.CY.WD F5	2445	2337	2156	2177	2198	2219	2242	2266	2290	2316
TOTAL REVENUES	2445	2337	2156	2177	2198	2219	2242	2266	2290	2316

MNCPPC ALT#3 OPERATING BUDGET SUMMARY

	YEAR									
	1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
MNCPPC R3	-14037	-15080	-16555	-17370	-18481	-19317	-20573	-21873	-23245	-24660
PROP. TAX ($ 30.8 PER $ 100)	14074	14690	15308	15928	16552	17264	17978	18696	19416	20140
SURPLUS OR DEFICIT	36	-390	-1247	-1442	-1929	-2053	-2595	-3177	-3829	-4520

MNCPPC ALT#4 IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($ 1000000)	4495	4628	4761	4896	5031	5158	5286	5415	5545	5676
REVENUES EXCEPT PROP. TAX - EXPENSES										
($ 1000)	-14038	-14896	-16184	-16807	-17723	-18360	-19289	-20242	-21258	-22286
TAX RATE REQUIRED 1										
(¢ PER $ 100)	31	32	34	34	35	36	36	37	38	39
BONDED DEBT										
($1000)	51832	58050	69945	74582	83130	90292	98460	106350	115547	124648

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SURPLUS OR DEFICIT (ASSUMING $ 3.08 PER $ 100.)										
($1000)	-169	-618	-1494	-1703	-2201	-2446	-2979	-3534	-4150	-4774

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MNCPPC ALT#4 BUDGET

MNCPPC R4 SUBSYSTEM

		YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES											
CAP.IMP.PRO.											
PARKS	F1	3650	594	840	48	220	0	1209	1015	2211	2415
PARKS	F2	1793	1025	1618	310	1382	185	1097	1112	1128	1144
PARKS	F3	1058	398	2702	880	2222	779	1702	1769	1836	1903
PARKS	F4	73	192	222	154	160	0	150	155	162	168
PKS.CY.WD	F5	47390	6253	8938	5767	7277	8908	6963	7071	7373	7286
TOTAL		53964	8462	14320	7159	11261	9872	11121	11122	12710	12916
TOTAL CAPITL EXP		53964	8462	14320	7159	11261	9872	11121	11122	12710	12916
GENERAL OBLIGATION INDEBTEDNESS											
TOTAL GENOBL EXP		53964	8462	14320	7159	11261	9872	11121	11122	12710	12916
INT.BONDS											
PARKS	F1	182	207	242	236	238	229	279	318	414	516
PARKS	F2	90	138	215	223	284	283	327	369	410	449
PARKS	F3	53	71	204	242	345	372	443	514	586	657
PARKS	F4	4	13	24	31	38	36	43	49	55	61
PKS.CY.WD	F5	2160	2360	2685	2834	3049	3332	3500	3663	3826	3970
TOTAL		2488	2789	3370	3566	3953	4252	4592	4913	5290	5652
PRN.BONDS											
PARKS	F1	110	134	166	176	191	201	247	290	372	463
PARKS	F2	54	88	141	158	207	223	268	315	365	417
PARKS	F3	32	46	130	163	238	274	339	409	485	567
PARKS	F4	2	8	15	21	27	28	34	40	47	55
PKS.CY.WD	F5	1933	1968	1973	2005	2050	1985	2065	2178	2244	2313
TOTAL		2132	2244	2425	2522	2713	2710	2953	3232	3513	3815
DEBT SERVICE											
PARKS	F1	293	341	408	412	429	429	526	608	785	979
PARKS	F2	144	226	356	381	492	507	595	684	774	866
PARKS	F3	85	117	334	404	583	645	782	924	1071	1224
PARKS	F4	6	21	39	51	64	64	76	89	102	115
PKS.CY.WD	F5	4093	4328	4658	4839	5099	5317	5565	5841	6070	6282
TOTAL DEBT SERV		4620	5033	5795	6088	6667	6962	7544	8145	8803	9466

	YEAR 1	2	3	4	5	6	7	8	9	10
OPERATING EXPENSES										
TOTAL DEBT SERV	4620	5033	5795	6088	6667	6962	7544	8145	8803	9466
OPERATNG-DBT										
PARKS F1	5868	5935	6002	6070	6139	6208	6312	6418	6525	6634
PARKS F2	4304	4396	4490	4586	4683	4781	4902	5025	5150	5277
PARKS F3	1197	1346	1498	1653	1811	1972	2075	2180	2287	2396
PARKS F4	493	517	541	565	589	615	646	678	711	744
TOTAL	11862	12194	12530	12873	13222	13576	13935	14301	14673	15051
TOTAL OPR EXPNS	16482	17226	18325	18961	19888	20538	21480	22446	23476	24518
L.A.TX&OTHRV										
PKS.CY.WD F5	2445	2330	2141	2153	2166	2178	2191	2204	2218	2231
TOTAL REVENUES	2445	2330	2141	2153	2166	2178	2191	2204	2218	2231

MNCPPC ALT#4 OPERATING BUDGET SUMMARY

	YEAR 1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
MNCPPC R4	-14037	-14895	-16183	-16806	-17722	-18359	-19288	-20241	-21257	-22285
PROP. TAX ($ 30.8 PER $ 100)	13868	14277	14689	15104	15521	15913	16309	16707	17107	17511
SURPLUS OR DEFICIT	-169	-618	-1494	-1702	-2201	-2446	-2979	-3534	-4150	-4774

MNCPPC ALT#5 IMPACT ANALYSIS

	YEAR 1	2	3	4	5	6	7	8	9	10
TAXABLE VALUE										
($ 1,000000)	4593	4823	5053	5285	5518	5788	6060	6333	6606	6880
REVENUES EXCEPT PROP. TAX - EXPENSES										
($1000)	-14038	-15176	-16749	-17663	-18875	-19814	-21276	-22822	-24440	-26120
TAX RATE REQUIRED 1										
(¢ PER $ 100)	31	31	33	33	34	34	35	36	37	38
BONDED DEBT										
($1000)	51832	58050	69945	74582	83130	90292	99458	109009	119847	131191

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SURPLUS OR DEFICIT (ASSUMING $ 3.08 PER $ 100.)										
($ 1000)	130	-297	-1158	-1358	-1852	-1956	-2580	-3285	-4059	-4893

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MNCPPC ALT#5 BUDGET

MNCPPC R5 SUBSYSTEM

		YEAR 1	2	3	4	5	6	7	8	9	10
CAPITAL EXPENSES											
CAP.IMP.PRO.											
PARKS	F1	3650	594	840	48	220	0	1247	1060	2264	2477
PARKS	F2	1793	1025	1618	310	1382	185	1173	1206	1238	1271
PARKS	F3	1058	398	2702	880	2222	779	2039	2321	2603	2884
PARKS	F4	73	192	222	154	160	0	156	407	172	180
PKS.CY.WD	F5	47390	6253	8938	5767	7277	8908	7521	7841	8161	8482
TOTAL		53964	8462	14320	7159	11261	9872	12136	12835	14438	15294
TOTAL CAPITL EXP		53964	8462	14320	7159	11261	9872	12136	12835	14438	15294
GENERAL OBLIGATION INDEBTEDNESS											
TOTAL GENOBL EXP		53964	8462	14320	7159	11261	9872	12136	12835	14438	15294
INT.BONDS											
PARKS	F1	182	207	242	236	238	229	281	322	420	525
PARKS	F2	90	138	215	223	284	283	331	378	423	468
PARKS	F3	53	71	204	242	345	372	460	558	667	784
PARKS	F4	4	13	24	31	38	36	43	61	68	74
PKS.CY.WD	F5	2160	2360	2685	2834	3049	3332	3528	3728	3929	4129
TOTAL		2488	2789	3370	3566	3953	4252	4643	5048	5507	5981
PRN.BONDS											
PARKS	F1	110	134	166	176	191	201	248	293	376	470
PARKS	F2	54	88	141	158	207	223	270	320	373	431
PARKS	F3	32	46	130	163	238	274	349	437	537	651
PARKS	F4	2	8	15	21	27	28	34	48	56	64
PKS.CY.WD	F5	1933	1968	1973	2005	2050	1985	2069	2186	2258	2334
TOTAL		2132	2244	2425	2522	2713	2710	2970	3284	3600	3950
DEBT SERVICE											
PARKS	F1	293	341	408	412	429	429	530	615	796	995
PARKS	F2	144	226	356	381	492	507	601	697	797	899
PARKS	F3	85	117	334	404	583	645	809	995	1204	1435
PARKS	F4	6	21	39	51	64	64	77	109	123	138
PKS.CY.WD	F5	4093	4328	4658	4839	5099	5317	5597	5915	6187	6463
TOTAL DEBT SERV		4620	5033	5795	6088	6667	6962	7613	8331	9107	9930

	YEAR 1	2	3	4	5	6	7	8	9	10
OPERATING EXPENSES										
TOTAL DEBT SERV	4620	5033	5795	6088	6667	6962	7613	8331	9107	9930
OPERATNG-DBT										
PARKS F1	5868	6028	6191	6356	6524	6695	6866	7040	7217	7397
PARKS F2	4304	4502	4704	4910	5120	5334	5545	5759	5978	6201
PARKS F3	1197	1430	1667	1909	2157	2409	2825	3249	3682	4124
PARKS F4	493	524	555	587	619	652	694	736	780	824
TOTAL	11862	12484	13117	13763	14420	15090	15930	16785	17657	18546
TOTAL OPR EXPNS	16482	17516	18912	19850	21087	22052	23542	25116	26765	28476
L.A.TX&OTHRV										
PKS.CY.WD F5	2445	2340	2163	2187	2212	2238	2266	2295	2325	2357
TOTAL REVENUES	2445	2340	2163	2187	2212	2238	2266	2295	2325	2357

MNCPPC ALT#5 OPERATING BUDGET SUMMARY

	YEAR 1	2	3	4	5	6	7	8	9	10
NET FOR EACH SUBSYSTEM										
MNCPPC R5	-14037	-15175	-16748	-17662	-18874	-19813	-21275	-22821	-24439	-26119
PROP. TAX ($ 30.8 PER $ 100)	14168	14878	15590	16305	17022	17857	18695	19536	20380	21226
SURPLUS OR DEFICIT	130	-297	-1158	-1357	-1852	-1956	-2580	-3285	-4059	-4893

WASHINGTON SUBURBAN SANITARY COMMISSION

REVENUES NEEDED BY FISCAL YEAR

Subsystems: WSSC	1 FY 76	2 FY 77	3 FY 78	4 FY 79	5 FY 80	6 FY 81	7 FY 82	8 FY 83	9 FY 84	10 FY 85	11 FY 86
Alternative #1, 2, 3											
Water											
Debt Service	929	6,720	9,678	12,291	12,685	13,264	13,842	14,420	14,998	15,576	16,155
Oper. Req.	7,806	8,622	9,060	9,816	10,644	11,427	12,334	13,313	14,369	15,509	16,740
Sewage											
Debt Service	903	2,662	4,072	4,580	5,010	5,032	5,112	5,193	5,275	5,358	5,440
Oper. Req.	13,713	16,400	16,903	17,406	17,909	18,411	19,021	19,631	20,241	20,851	21,461
Existing Debt Service	21,333	21,411	21,023	20,490	20,201	19,729	19,492	19,219	18,934	17,966	17,235
TOTAL	44,684	55,815	60,736	64,583	66,449	67,863	69,801	71,776	73,817	75,260	77,031
Capital Requirements											
Water	11,572	72,175	36,857	32,562	4,919	7,206	7,206	7,206	7,206	7,206	7,206
Sewage	11,259	21,918	17,573	6,324	4,367	275	1,028	1,028	1,028	1,028	1,028
Total	22,831	94,093	54,430	38,886	9,286	7,281	8,234	8,234	8,234	8,234	8,234

REVENUES NEEDED BY FISCAL YEAR

Subsystems: WSSC	1 FY 76	2 FY 77	3 FY 78	4 FY 79	5 FY 80	6 FY 81	7 FY 82	8 FY 83	9 FY 84	10 FY 85	11 FY 86
Alternative #4											
Water											
Debt Service	929	6,720	9,678	12,291	12,685	13,172	13,659	14,146	14,633	15,120	15,607
Oper. Req.	7,806	8,622	9,060	9,816	10,644	11,427	12,334	13,313	14,369	15,509	16,740
Sewage											
Debt Service	821	2,580	3,991	4,498	4,929	4,951	5,007	5,063	5,119	5,175	5,231
Oper. Req.	13,713	16,400	16,639	16,878	17,118	17,356	17,553	17,750	17,947	18,144	18,341
Existing Debt Service	21,333	21,411	21,023	20,490	20,201	19,729	19,492	19,219	18,934	17,966	17,235
TOTAL	44,602	55,733	60,391	63,973	65,577	66,635	68,045	69,491	71,002	71,914	73,154
Capital Requirements											
Water	11,572	72,175	36,857	32,562	4,919	6,068	6,068	6,068	6,068	6,068	6,068
Sewage	10,238	21,918	17,573	6,324	5,367	275	698	698	698	698	698
Total	21,810	94,093	54,430	38,886	10,286	6,343	6,766	6,766	6,766	6,766	6,766

REVENUES NEEDED BY FISCAL YEAR

Subsystem: WSSC	1 FY 76	2 FY 77	3 FY 78	4 FY 79	5 FY 80	6 FY 81	7 FY 82	8 FY 83	9 FY 84	10 FY 85	11 FY 86
Alternative #5											
Water											
Debt Service	929	6,720	9,678	12,291	12,685	13,296	13,907	14,517	15,128	15,739	16,349
Oper. Req.	7,806	8,622	9,060	9,816	10,644	11,427	12,334	13,313	14,369	15,509	16,740
Sewage											
Debt Service	903	2,662	4,072	4,580	5,011	5,033	5,118	5,204	5,289	5,375	5,460
Oper. Req.	13,713	16,400	17,052	17,705	18,357	19,009	19,831	20,653	21,475	22,297	23,119
Existing Debt Service	21,333	21,411	21,023	20,490	20,201	19,729	19,492	19,219	18,934	17,966	17,235
TOTAL	44,684	55,815	60,885	64,882	66,898	68,494	70,682	72,906	75,195	76,886	78,903
Capital Requirements											
Water	11,572	72,175	36,857	32,562	4,919	7,610	7,610	7,610	7,610	7,610	7,610
Sewage	11,259	21,918	17,573	6,324	5,367	275	1,065	1,065	1,065	1,065	1,065
Total	22,831	94,093	54,430	38,886	10,286	7,885	8,675	8,675	8,675	8,675	8,675

RATES AND AVERAGE HOUSEHOLD COSTS

		(000's)	FY 76	FY 77	FY 78	FY 79	FY 80	FY 81	FY 82	FY 83	FY 84	FY 85	FY 86
Alternative #1, 2, 3													
Total Revenue Needed			44,684	55,815	60,736	64,583	66,449	67,863	69,801	71,776	73,817	75,260	77,031
		%											
Sewer Use Charge		32.64	14,585	18,218	19,824	21,080	21,689	22,150	22,783	23,428	24,094	24,565	25,143
Water Consumption		29.04	12,977	16,209	17,638	18,755	19,297	19,708	20,271	20,844	21,437	21,856	22,370
Front Foot Benefit		25.38											
Ad Valorem Tax		6.24											
Interest on Invest.		2.29											
Service Charges		0.67											
Interim Treatment		0.14											
Inspections & Misc.		3.59											
Rates ($) (Per 1,000 gals.)													
Sewer Use			.78	.96	1.02	1.06	1.07	1.07	1.07	1.07	1.07	1.06	1.05
Water Consumption			.70	.85	.91	.95	.95	.95	.95	.95	.95	.94	.94
Avg. Household Charge Per Year 3 Persons Per Dwelling Unit	Sewer use		65.76	80.22	84.47	86.99	87.01	86.21	85.41	84.61	83.81	82.23	80.67
	Water Consumption		59.02	71.03	75.36	77.96	77.25	76.54	75.83	75.12	74.41	72.92	72.22
	Total		124.78	151.25	159.83	164.95	164.26	162.75	161.24	159.73	158.22	155.15	152.89

RATES AND AVERAGE HOUSEHOLD COSTS

Alternative #4		(000's)	FY 76	FY 77	FY 78	FY 79	FY 80	FY 81	FY 82	FY 83	FY 84	FY 85	FY 86
Total Revenue Needed			44,602	55,733	60,391	63,973	65,577	66,635	68,045	69,491	71,002	71,914	73,154
		%											
Sewer Use Charge		32.64	14,558	18,191	19,712	20,881	21,404	21,750	22,210	22,682	23,175	23,473	23,878
Water Consumption		29.04	12,953	16,185	17,538	18,578	19,043	19,351	19,761	20,181	20,619	20,884	21,244
Front Foot Benefit		25.38											
Ad Valorem Tax		6.24											
Interest on Invest.		2.29											
Service Charges		0.67											
Interim Treatment		0.14											
Inspections & Misc.		3.59											
Rates ($) (Per 1,000 gals.)													
Sewer Use			.78	.97	1.04	1.10	1.12	1.13	1.14	1.15	1.17	1.17	1.17
Water Consumption			.70	.86	.93	.98	1.00	1.00	1.01	1.02	1.04	1.04	1.05
Avg. Household Charge Per Year 3 Persons Per Dwelling Unit	Sewer Use		65.76	81.06	86.13	90.27	91.08	91.05	91.00	90.94	91.64	90.77	89.89
	Water Consumption		59.02	71.86	77.02	80.43	81.32	80.57	80.62	80.66	81.46	80.68	80.67
	Total		124.78	152.92	163.15	170.70	172.40	171.67	171.62	171.60	173.10	171.45	170.56

RATES AND AVERAGE HOUSEHOLD COSTS

Alternative #5		(000's)	FY 76	FY 77	FY 78	FY 79	FY 80	FY 81	FY 82	FY 83	FY 84	FY 85	FY 86
Total Revenue Needed			44,684	55,815	60,885	64,882	66,898	68,494	70,682	72,906	75,195	76,886	78,903
		%											
Sewer Use Charge		32.64	14,585	18,218	19,873	21,178	21,836	22,357	23,071	23,797	24,544	25,096	25,754
Water Consumption		29.04	12,977	16,209	17,681	18,842	19,428	19,891	20,526	21,172	21,837	22,328	22,914
Front Foot Benefit		25.38											
Ad Valorem Tax		6.24											
Interest on Invest.		2.29											
Service Charge		0.67											
Interim Treatment		0.14											
Inspections & Misc.		3.59											
Rates ($) (Per 1,000 gals.)													
Sewer Use			.78	.95	1.01	1.04	1.05	1.05	1.04	1.03	1.02	1.01	1.00
Water Consumption			.70	.85	.90	.93	.93	.93	.92	.91	.91	.89	.89
Avg. Household Charge Per Year 3 Persons Per Dwelling Unit	Sewer Use		65.76	79.39	83.64	85.35	85.38	84.60	83.02	81.45	79.89	78.35	76.83
	Water Consumption		59.02	71.03	74.53	76.32	75.63	74.93	73.44	71.96	71.28	69.04	68.38
	Total		124.78	150.42	158.17	161.67	161.01	159.53	156.46	153.41	151.17	147.39	145.21

Chapter three
Policy Framework

Observations About This Study

The previous two chapters have outlined the fiscal impact on the county tax rates of five alternate future growth assumptions. In order to produce these results, it was necessary to make assumptions about factors other than just the growth rate and its distribution pattern. These other factors have an influence on the net fiscal results, sometimes significantly so.

By examining the Appendix report, the interested reader can explore for himself the relative weight that each of these factors tends to have in the structure of the study. Many of them (for example, the values assumed for interest rates on the assumptions that went into calculating transfer tax revenue) could be changed substantially without affecting the net conclusions to any great degree. However, others obviously exercise greater leverage. In this latter category are the assumptions made about public costs.

Chapter One made reference to a conceptual distinction that was made between "point" facilities and "network" facilities. This distinction is more one of degree than of kind, but it deserves greater examination as part of a general discussion of the problems that arise from the need to make "assumptions" in studies of this nature. To discuss this requires some mention of the theoretical base that underlies the concepts of both fiscal impact analysis and growth management. The following sections will explore this, in relation to showing how this particular study may be used as a "benchmark" tool which can be further linked to a broader and more comprehensive growth management process.

The Nature of Fiscal Impact Analysis

There exists a considerable body of literature about this subject matter, much of it very technical. One of the better recent reports was produced by the Urban Institute.* It examines the current state of the art, and concludes that a good deal of work is still needed to perfect techniques, and to convert this art to a science. In particular it makes a distinction between two basically different kinds of fiscal impact analyses: one that is used to measure the net marginal effect on a community of a single, new project or development; and the other that is used to help formulate broad, community-wide growth strategies. It observes that the methodologies appropriate for the first are not appropriate for the second; and that the majority of previous fiscal impact studies have been of the first type, many of those even being limited to examining only the impact on capital outlays.

The report points out that "scale effects are difficult to identify when considering an individual development. They may become crucial, however, when evaluating the cumulative impact of many individual developments." This observation is relevant to any comparison that may be made between this Planning Board study and previous studies prepared for the County, such as the Boise Cascade Study. A separate paper can be produced comparing the methodologies of these various reports, if the Council wishes, but, in general, such previous studies have been of the first kind mentioned above.

By contrast, this report by the Montgomery County Planning Board is of the second type, with very broad objectives.

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*Fiscal Impacts of Land Development: A Critique of Methods and Review of Issues, by Thomas Muller 1975.

Thus, it involves not just simple population and employment totals and expected capital costs, but also socioeconomic and demographic characteristics of future populations, as well as operating costs, bonding practices, and non-property tax revenues. The objective is to provide local decision makers with a comprehensive tool to help evaluate the implications of alternative growth strategies.

A Computer Package

Because our fiscal impact analysis is so broad in scope, it was necessary to build in the many factors referred to earlier. This complexity of factors to be measured means that the number of possible permutations among all these variables is potentially enormous. To do hand calculations for everything would be very time consuming and costly.

Therefore, we decided to purchase a pre-programmed mathematical package, called the Municipal Impact Evaluation System (MUNIES), prepared jointly by Westinghouse Research Corporation and Marcou and O'Leary Planning Consultants. A few other similar packages are in various stages of development around the Nation, but this seemed to be a computer package that could be installed and converted to our use within less time than it would take to develop a more refined or complex tool. A similar fiscal impact computer program in San Diego County, developed under a Ford Foundation grant, required eight staff months to assemble, and is only just now in the process of completing its technical documentation.

The MUNIES package itself had never before been run on a project as large and complex as this Montgomery fiscal analysis. Consequently our staff have spent much effort in exploring the capabilities of the software in the package,

and in inventing various sub-routines and retrieval programs to supplement it. While it is still possible that there remain a few technical "bugs" in its operation, we believe that the program has now been successfully adapted to our needs and is fully operational, although considerable work remains to be done in writing up the technical documentation.

With the installation of this computer package, which is described further in the Appendix, the Planning Board staff is in a position to re-run the mathematical computations of its analysis with relatively little effort. This gives the Planning Board the opportunity to analyze the fiscal impacts of a whole series of alternate assumptions to those contained in this first report, and to do it in a relatively short period of time.

It would not be possible to do this, even with the computer package, were it not for the accumulated number of data sets and software packages that have been patiently developed by the Planning Commission Staff over the past five years or so, particularly the Census Update of 1974. We believe that the bringing "on-line" of this capability at this time is a major accomplishment for a local jurisdiction; and should provide the County with a planning and growth management tool of considerable value.

Data Preparation

It should be emphasized, however, that, while the computer package allows us to speed up the time required for complex mathematical computations, it is by no means a panacea. The old adage of "garbage in, garbage out" still applies. Valuable as it is as an organizing device and quick calculator, the computer package essentially only performs simple mathematical operations such as addition, subtraction, and

multiplication. Considerably more important are the other parts of the operation--the steps that lead up to the cost and revenue data which is fed into the computer.

The computer package is set up so that it can be operated several ways. One way is to feed it population and employment data plus assigned multiplication "factors" that convert this data automatically into such things as dwelling units and schools; and from there, by the insertion of more cost "factors", convert automatically into costs and revenues; and from there, by the insertion of more fiscal "factors," convert automatically into net surplus or deficit and future tax rates.

This method essentially "locks-in" the result as a function of the growth rate, as a consequence of the values assigned to the various factors. This method works best for fiscal impact studies of the first kind mentioned above; that is, where you wish to measure the marginal effect of individual projects. For the second kind of study, that of broad community growth alternatives, this method does not work as well. This is due to the "scale" problem referred to earlier. In such a study, the validity of using constant or over-simple values for the "factors" becomes intellectually questionable, especially with regard to the assignment of public service costs.

For this reason, we used the computer package in a different manner. In essence, we broke apart the linkage between a certain growth rate and its inferred costs, such as pertains when you use a "factor," and calculated them separately, each based on its own logic.

This procedure means that, in essence, we can compare the revenue that is likely to be generated from a certain growth

rate against the costs that are likely to be generated by a certain set of public services, and produce a net tax conclusion, without necessarily measuring the level of public service that is implied by the connection of the two. To a considerable extent, this is what was done in this study with respect to the three "network" sub-systems of Transportation, Water and Sewer, and Open Space. This is an important concept to emphasize, because it bears on the future uses of this fiscal impact tool.

Levels of Public Service

The concept of "level of public service" is critical to the use of fiscal impact analysis in relation to growth management. Without it there is no benchmark with which to make a policy judgment about alternative growth rates and patterns. A moment's reflection can make this clear.

"Level of Public Service" can be expressed as a measure of the relationship that prevails between the set of public services provided by the municipality and the number of people who have a right to use them. As a simple equation, it looks thus:

$$\text{Level of Public Service} = \frac{\text{Set of Public Services}}{\text{Population}}$$

If population increases, and the set of public services remains constant, level of public service declines; and vice-versa.

Although this is a simple concept, the conversion of the algebraic equation to numbers for use in policy formulation is not always so easy. Two problems must be resolved. One is the problem of public perception. Individual users of

public services may take away a personal perception that is not consistent with the aggregate performance of the service on the whole, or on the average. Although not an insignificant problem, ways can be found to deal with this.

The second problem is the intellectual one referred to earlier in connection with the "network" type of public services. It is a variation of a general problem that pertains to all types of public services, but is most severe in connection with the network types. This is the problem of how to measure the future combination of: (1) the use of the service quantitatively, as a percentage of the total population; and (2) the use of the service geographically, as a function of the physical constraints of the network in question (i.e. the travel patterns of the users or the materials that must flow to or from them).

In general, this "network" problem is a problem of how to simulate future mobility-travel-flow-communication paths in a quantitative manner with some precision. It does not disappear as a problem for "point" facilities, but, by definition, they are less affected by it, since it is assumed that they will be able to be located in places with high accessability characteristics for the largest number of their user groups, and that, to a large extent, they may be able to be decentralized so as to reduce travel times.

This "level of public service" becomes more difficult to measure the more closely it is probed with respect to its geographic distribution aspects. Yet geographic distribution remains the heart of physical planning. To deal with this problem, planners have developed complex simulation models which seek to accurately portray the probable future flows of such network systems as roads, transit lines, bus routes, sewer lines, stormwater drainage basins, and even air sheds.

Such models are susceptible to the same kinds of statistical uncertainties as fiscal impact analysis models, but are nevertheless much better than individual "guesses," provided they are used with caution.

The point of this outline is to emphasize that the measurement of existing levels of public service in any precise way is not an easy task, and to project alternatives into the future is more difficult still; but nevertheless such measurement remains the key link between fiscal impact analysis and growth management. Because, only if you can measure the level of public service, can you capture all the ingredients that are necessary to make a relatively comprehensive judgment about the effect of growth on municipal service and budget requirements.

Indices and Algebraic Equations

Take the simple equation we set forth above:

$$\text{Level of Public Service} = \frac{\text{Set of Public Services}}{\text{Population}}$$

This is easily convertible to money by substituting, for the set of public services, their aggregate cost. If you count in annual debt service for capital costs, in addition to annual operating costs, and take out all non-tax revenue, such as from Federal-State grants and user charges, you have an expression of Annual Municipal Expenditures. Then the equation becomes:

$$\text{Level of Public Service} = \frac{\text{Annual Municipal Expenditures}}{\text{Population}}$$

At this point, we need to pause a second to introduce an algebraic allowance for the geographic accessibility problem mentioned above, and expand it to include an allowance for a not-yet-mentioned problem of human inefficiency, or poor service performance, on the part of the service agency personnel. Let us call this algebraic allowance for the combined effect of these two problems the Efficiency Quotient (E) and introduce it into the equation thus:

$$\text{Level of Public Service} = \frac{\text{Annual Municipal Expenditures} \times E}{\text{Population}}$$

The actual level of public service is diminished to the extent that E is less than 100 percent; or, alternatively, the value to the public of the tax revenue it contributes to pay for the Annual Municipal Expenditures is reduced to the extent that E is less than 100 percent.

This simple equation is the basis on which a whole series of "level of public service" indices could be developed and linked back to their costs in terms of Annual Municipal Expenditures. For instance, the twelve sub-systems used to calculate public service expenditures in this fiscal analysis (see Table 4, Chapter One) could be used as the basic "set of public services" used in the original equation, and a separate index developed for each one.

As a practical matter, it would be necessary to subdivide them down to a much finer grain than even this, before you could arrive at quantitative indices that would give a close enough representation of the real situation. But to avoid loading up this algebraic outline with excessive detail, we will characterize the general equation for these indices as follows, which we will label Linkage Equation Two:

$$(2)\ \text{Level of Public Service} = \frac{\text{Public Service Sub-Systems}^{1-12} \times E}{\text{Population}}$$

The link-up to cost comes from the establishment of the relationship that:

$$\text{Public Service Sub-Systems}^{1-12} = \text{Annual Municipal Expenditures.}$$

Such quantitative index-surrogates for complex phenomena must be used with caution, but they nevertheless have significant potential utility. We suggest that the Council may wish to consider this aspect in greater detail during later worksessions on this subject matter.

Applicability to Present Analysis

To return to the applicability of this concept to the current fiscal impact analysis, it should now be clear that the tax conclusions of this report are predicated on a certain set of implicit levels of public services, and that these levels of public service vary to at least some extent among all five of the growth alternates tested. In general, we tried to hold this variation to a minimum by using the statistical techniques, referred to in Chapter One, of establishing a set of relationships between the set of public services contained in the combined Six Year Capital Improvements Program and Public Services Program, and the population that would prevail under the Trend Growth Assumption.

However, to the extent that there is variation in this study among the Growth Alternates with respect to the implicit level of public service, and we acknowledge that there is some, especially with respect to the three "network" sub-systems, then the tax rate comparisons are not totally

accurate. To correct for this deficiency, however, will require some additional analytic work. The Planning Board is proposing to deal with this problem in the following manner.

We intend to undertake a series of "Sub-System Analyses" this fall in order to: (1) probe more precisely the degree of inconsistency in levels of public service that may have resulted from the assumptions that were made at the beginning of the study; and (2) analyze the alternative fiscal impacts of a series of "what-if" questions (e.g. What if certain public works projects were deferred?). Considerable effort already has been expended by Planning Board staff in analyzing certain levels of public service, particularly with respect to one of the most difficult sub-systems, that of Transportation. We expect to be able to incorporate a number of these findings in the Board's forthcoming October report to the Council.

Beyond this, there is a potentially infinite series of "what-if" questions that could be asked. We expect that the Council may wish to generate some of these during future work sessions, and perhaps explore thereby some of the possibilities of this kind of investigation.

For instance, it should be noted that the current Capital Improvements Program and Public Services Program, upon both of which this study was based, do not include an adequate allowance for the additional costs that are now expected to be necessary for the METRO system, nor do they include a definitive long range estimate of the total costs of all the future bus service that may be required to deal with changing energy supply patterns, and with the projected transit feeder service, since the Washington Metropolitan Area Transit Authority has not yet completed its updated

Net Revenue Analysis, which is expected to deal with these questions. It is not unlikely that this will add some additional expenditures to the ledger.

On the other hand, it also should be noted that the Capital Improvements Program, and probably the Public Services Program as well, have tended to be somewhat inflated, in the past, with respect to the actual rate of new public facility construction that has been achieved. We have not developed, for this report, an estimate of the past record of this divergence between stated expectation and actual occurrence, for the total Capital Improvements Program and Public Services Program, but we expect that it might amount to a not inconsiderable percentage. Since the property tax rate increases shown in this study range from 28 percent to 37 percent over present rates, a finding that the total Capital Improvements Program and Public Services Program in the past has run ahead of actual expenditure by, say, 30 percent, would significantly alter the implications of these conclusions. Of course, the significance of such a finding would also relate to the expectations for delivery dates for new services that are implied by the present Capital Improvements Program and Public Services Program.

In any event, this fiscal impact analysis offers a tool that, hopefully, can be useful in dealing with these questions.

Further Relationships to Growth Management

Beyond the issue of the level of public service lie the larger issues that people refer to as the "quality of life." These seem to be more difficult to measure than the level of public service, because they involve still more variables. Indeed, there is even some question of the feasibility of

contemplating quality of life measures, at least in quantitative terms, because of this complexity level.

However, it is conceptually possible to make a connection from level of public service to level of quality of life by the expedient of adding to the elements contained in the level of public services equation. The basic difference between the level of public services concept and the quality of life concept lies in the fact that the latter includes elements that are not directly under municipal control.

Last year's growth policy report, Framework for Action, outlined a conceptual framework for dealing with the quality of life issue in a way that can portray the linkages. This framework can be graphically symbolized by the logo that is shown on the cover of this report. It may be thought of as the coat of arms of our growth management concept. To some extent it can act as the twentieth century planner's equivalent of the sixteenth century sea captain's astralobe--a simple visual instrument by which to keep your bearings in unfamiliar waters.

Its component parts are simple. It divides the entire subject matter of growth into six elements, called People, Jobs, Shelter, Community, Transport, and Nature. These growth elements are represented by six interconnected circles to emphasize the closed-loop and feedback nature of the relationships among them. All growth problems can be allocated to one or another of these elements. Each element represents an amorphous set of constituents, comprised of land and constructs, as well as dynamic processes and interpersonal transactions. The composite balance among all these elements constitutes the amorphous sum which people call the "quality of life."

By containing this loop of circles within a rectangle representing local government, the logo portrays the need for the local government's institutional processes to cover all the facets of the growth problem. And by dividing the local government's processes into three sub-rectangles, it provides a framework by which to organize the array of implementation tools available. The rectangles represent: (1) the first work horse of implementation--the tools available under the police power (zoning, etc.); (2) the second work horse of implementation--the tools available under the purse power (public acquisition, including taxation practices); and (3) the yoke that harnesses these two unruly horses into a growth management "team"--comprehensive planning.

Finally, the logo permits the extension of arrows, or vectors, that point externally to the major actors outside the County government with whom coordination must be achieved--the courts, the public, and the other levels of government. The inside of the rectangle represents "domestic" policy, and the outside represents "foreign" policy.

More Algebra

In order that we might be able to deal with quantitative issues as well as procedural ones, we further developed a simplified algebraic base, or concept calculus, by which to help understand and analyze the major elements of growth represented by the six circles. This is a set of simple equations that relate the elements of growth to the concept of "quality of life." They are all sub-sets of one general equation:

$$\frac{\text{Amenity}}{\text{People}} = \text{Quality of Life}$$

"Amenity" is a general term, measuring the sum of all the things people perceive they need in order to experience a certain "quality of life." To define it further, it is possible to say that general "amenity" is the total of the amenity level in each of the other five growth elements of Jobs, Shelter, Community, Transport, and Nature. Thus the equation can be expanded to read as follows, which we will label Linkage Equation Three:

$$(3)\ \frac{\text{Jobs} + \text{Shelter} + \text{Community} + \text{Transport} + \text{Nature}}{\text{People}} = \text{Quality of Life}$$

Or, to state this in a different way, the concept of general "amenity" can be subdivided into an "amenity" index or coefficient for each of the five sub-categories. Thus, if the total population increases without a commensurate increase in each of the five growth elements, the quality of life ("Q") will be perceived to have declined in some manner. For instance:

$\frac{\text{Jobs}}{\text{People}} = Q^J$ Imbalance means unemployment or reduced income.

$\frac{\text{Shelter}}{\text{People}} = Q^S$ Imbalance means overcrowding and high cost.

$\frac{\text{Community}}{\text{People}} = Q^C$ Imbalance means alienation and crime.

$\frac{\text{Transport}}{\text{People}} = Q^T$ Imbalance means delays and fewer choices.

$\frac{\text{Nature}}{\text{People}} = Q^N$ Imbalance means pollution and bad health.

In the above set, "Q" is an expression of net value, with the assumption of some unit of cost being attached to a reduction in that value. Thus, under jobs, the unit is primarily money (expressed in income); under shelter, it is also primarily money (expressed in cost); under community, it is primarily psychological or mental health; under transport, it is primarily time; and, under nature, it is primarily physicial and biological health. This is, of course, an oversimplification. Nature requires expression in terms of energy consumption, in addition to health; transport requires money, as well as time; and so on for the other elements.

At the present time, no one has yet developed a uniform set of measures for use with these equations. But with additional work it might be possible to do so. Thus these five equations constitute a simple algebraic base that is theoretically capable of significant expansion into quantitative measurements of the quality of life.

In addition to being potentially expandable into "quality of life" measurement, these five basic algebraic equations also can be expanded and combined so as to create a conceptual linkage between "quality of life" and the fiscal attributes of governmental actions. This linkage is made possible by the fact that we have defined the five growth elements in such a way that they can be divided into those which are public and those which are private. Take a minute to explore this concept.

Each of the five elements of growth (Jobs, Shelter, Community, Transport, Nature) constitutes an amorphous bundle of physical things and personal transactions, but each can be represented, in a surrogate manner, by a set of land use categories, which have physical dimensions in space, time, and money. All land uses can be categorized as either

in private ownership or public ownership. We have defined our land use equivalents so that the following relationships prevail:

Job-related Land Uses	PRIVATE
Shelter-related Land Uses	PRIVATE
Community-related Land Uses	PRIVATE
Transport-related Land Uses	PUBLIC
Nature-related Land Uses	PUBLIC

Thus, virtually all stores and factories and residences are in private ownership, whereas virtually all roads and sewers and parks are in public ownership. Community-related Land Uses are split between privately owned facilities such as clubs and hospitals, and publicly owned facilities such as schools and libraries. For purposes of the algebraic connection, we will ignore the privately owned component of Community-related Land Uses, and designate "Community" as being totally public. This is not inappropriate in a Fiscal Impact study, where the focus is on the public purse, or "fisc", rather than on the private purse.

This device allows us to portray the relationship between private and public land uses as follows:

$$\frac{\text{Community + Transport + Nature}}{\text{Jobs + Shelter}} = \frac{\text{Public Land Uses}}{\text{Private Land Uses}}$$

Now, "land uses" can be expressed in terms of their capitalized monetary value of land plus buildings. Thus:

$$\frac{\text{Public Land Uses}}{\text{Private Land Uses}} = \frac{\text{Public Capital Value}}{\text{Private Capital Value}}$$

Two further transpositions will allow us to almost complete the linkage. First - total private capital value is the same as what we call the assessable base of the municipality. Second - it is possible to expand and transform the notion of Public Capital Value into the Annual Funding Requirements of local government. This is done through ignoring the book value of facilities already paid for, and expressing Public Capital Value just in terms of residual annual debt service. To this can then be added the annual operating costs of local government, and the resultant total is equal to the total annual funding requirements of the government*

Thus, by converting the denominator of the above equation to total accumulated private value, which equals assessable base; and by converting the numerator to annual capital debt service plus annual operating costs, which equals the total annual funding required by the government, we have converted:

$$\frac{\text{Public* Capital Value}}{\text{Private Capital Value}} \text{ into } \frac{\text{Public* Annual Funding Requirements}}{\text{Private Assessable Base}}$$

Since it is axiomatic that "Public Annual Funding Requirements" is equal to "Public Annual Expenditures," we can state that:

$$\frac{\text{Public Annual Funding Requirements}}{\text{Private Assessable Base}} = \frac{\text{Public Annual Expenditures}}{\text{Private Assessable Base}}$$

This latter relationship then can be easily linked up to the property tax rate, if we simply make allowance for all non-property tax sources of governmental revenue.

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*Since this study focuses on Montgomery County as the governmental unit, we will henceforth use the term "public" to mean Montgomery County government only.

In this way we generate the following equation which is the same as the equation mentioned at the beginning of Chapter One, called Linkage Equation One:

$$\frac{\text{Public Annual Expenditures - Non-property Tax Revenue}}{\text{Private Assessable Base}} = \text{PROPERTY TAX RATE}$$

This completes the chain of linkages from the five elements of urban growth through to the municipal property tax rate, and allows us to state the general proposition as follows, provided that the implicit transformations along the chain are understood:

$$\frac{\text{Community + Transport + Nature}}{\text{Jobs + Shelter}} = \text{PROPERTY TAX RATE}$$

With this equation, we have established a chain of linkage between the concept of "property tax rate" and the concept of "quality of life," a chain that can accommodate the concept of "level of public service" between the two of these. To examine the complete chain, let us step back and compare the three major Linkage Equations that have been outlined so far in this report.

The Measurement Hierarchy

The first one (from Chapter One) was originally expressed this way:

$$\text{PROPERTY TAX RATE} = \frac{\text{Annual Municipal Expenditure - Non-property Tax Revenue}}{\text{Assessable Base}}$$

By performing the subtraction that is indicated in the right-hand numerator, we can convert this to an equivalent

expression as follows, and then compare it to the other two Linkage Equations:

$$(1)\ \text{PROPERTY TAX RATE} = \frac{\text{Net Annual Municipal Expenditure}}{\text{Assessable Base}}$$

$$(2)\ \text{LEVEL OF PUBLIC SERVICE} = \frac{\text{Public Service Sub-Systems}^{1\text{-}12} \times E}{\text{Population}}$$

$$(3)\ \text{QUALITY OF LIFE} = \frac{\text{Jobs + Shelter + Community + Transport + Nature}}{\text{People}}$$

A little contemplation of the nature of these three equations, in the light of the foregoing discussion will confirm that all three of them are basically very similar in terms of their definition on the right hand side. All three equations can be conceived of as being essentially just variations of the original first equation of the basic growth management theory:

$$\text{QUALITY OF LIFE} = \frac{\text{Amenity}}{\text{People}}$$

The differences among the three are that, as you move from (3) through to (1), you undergo a transformation at each step to a finer grain of specificity and, at the same time, you lose at each step a certain amoung of comprehensiveness. For instance, "Net Annual Public Service Expenditures" can be viewed as an abbreviated surrogate for the wide range of governmental activities that are implied in the term "Public Service Sub-Systems." Similarly, the term "Public Service Sub-Systems" is also an abbreviated surrogate for the total comprehensive concept of amenity that is implied in the "Jobs + Shelter + Community + Transport + Nature" term, which reflects a combination of <u>all</u> the elements of growth not just those that are in the public domain.

Similarly, when you reflect that the term "People" was defined as referring to the sum total of all human interactions, it is clear that "Population" is a more compressed concept than "People," and can be measured more easily, using dimensions such as: number, age, race, sex, family size, income, etc. And, when "Population" is divided into its physical attributes of "Jobs" plus "Shelter," and these are in turn reduced to monetary real estate value in order to produce "Assessable Base," you have again made a threshold jump from one level of comprehensiveness to another one of lesser order.

In short, the three equations are all analogous with respect to the basic underlying relationship, but they are expressed in units of measure that we may think of as constituting the following hierarchy:

(1) (TAX MONEY)

(2) (TAX MONEY) + (GOVERNMENT-TO-CITIZEN-TRANSACTIONS)

(3) (TAX MONEY) + (GOVERNMENT-TO-CITIZEN-TRANSACTIONS) +
(CITIZEN-TO-CITIZEN-INTERPERSONNAL TRANSACTIONS)

Conclusions About Impact Analysis

In terms of the different levels of impact analysis that conceptually could be thought of as applying to each of these equations, a similar hierarchy would result:

(1) COST-REVENUE ANALYSIS

(2) COST-EFFECTIVENESS ANALYSIS

(3) COST-BENEFIT ANALYSIS

It is clearly obvious that the general state of the art for the first kind of analysis is much further along then the state of the art for the second and third. This report has described the results of one such exercise in cost-revenue analysis, and has outlined a staff capability to perform more similar cost revenue analyses of as many alternative scenarios as the Council may wish to explore.

At this level, tax money becomes a unit of measurement that acts as a surrogate for all the broader issues, and these broader issues are dealt with, not through the use of mathematics, but through the use of the non-guantitative medium of language.

This report has also outlined some portions of a general theory of growth management, and has shown how the next step in the direction of extending the concept of rational and mathematical analysis, which is a necessary underpinning of all major group endeavors that require close coordination among large numbers of people, would be to engage in the development of a series of cost-effectiveness measures of public services. Some steps in this direction have already been taken in various studies that have been done in the past or that are now underway.

Little has been done yet anywhere in the Nation towards perfecting a state of the art that would really capture the cost-benefit analysis objective, largely because of the difficulty of quantitatively defining "benefits" within the fantastic breadth of the quality of life concept.

How far Montgomery County can or should proceed along the path to more comprehensive quantification of Cost-Effectiveness or Cost-Benefit analysis could be the subject of further

discussion during worksessions this Fall. In the meantime, we hope that the results of this Fiscal Impact Analysis and of this policy framework discussion, will serve as a useful "benchmark" reference report.

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